

THE ADAPTATION ADVANTAGE

**LET GO, LEARN FAST, AND THRIVE IN THE FUTURE OF
WORK**

**BY HEATHER MCGOWAN, CHRIS SHIPLEY, AND
THOMAS L. FRIEDMAN**

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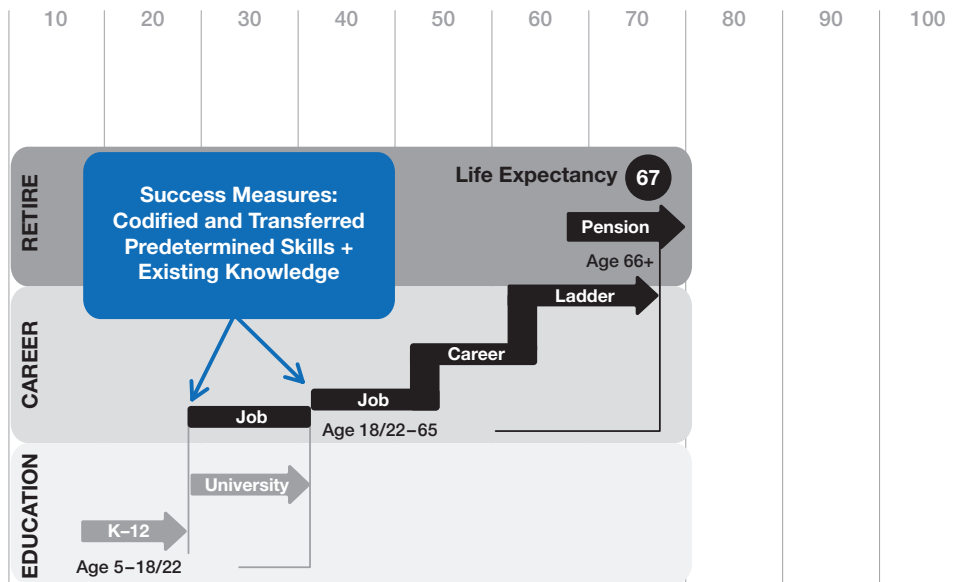


Figure I.1: The Old Economy

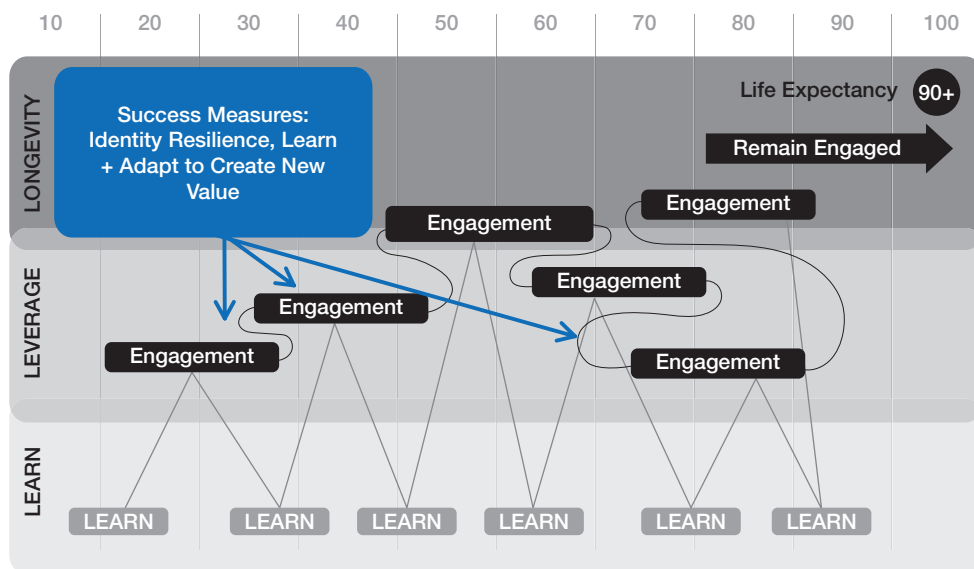


Figure I.2: The New Reality

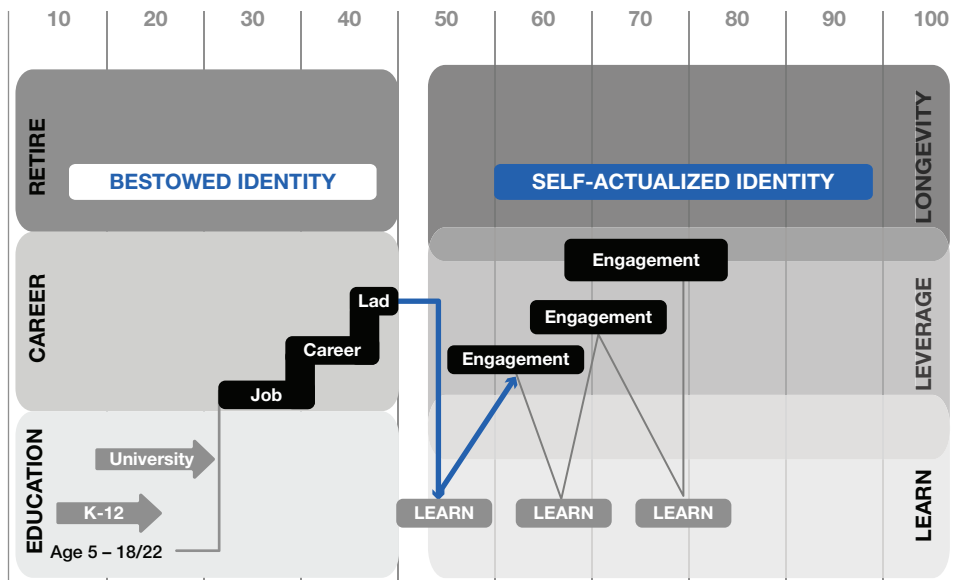


Figure I.3: The Leap from Old Economy to New Reality

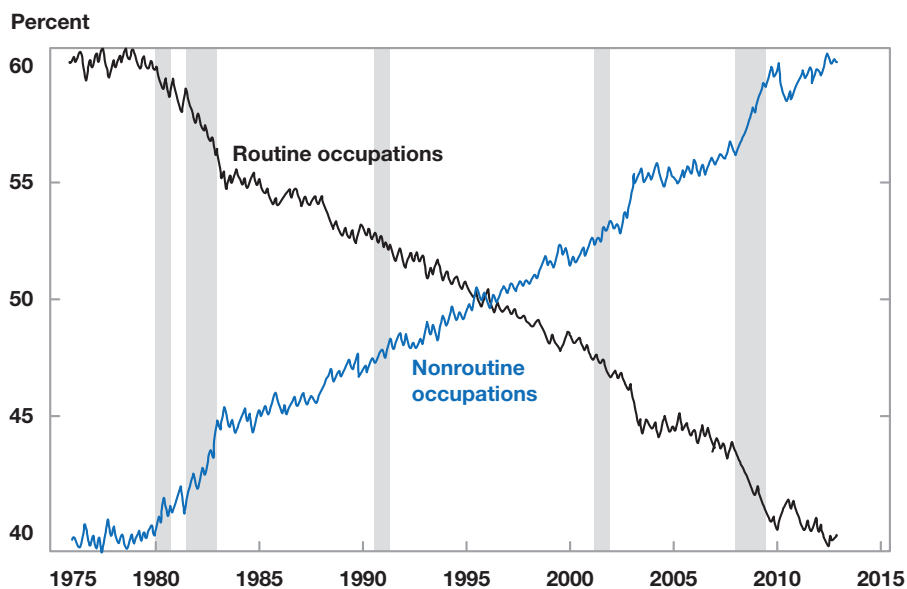


Figure I.4: The Rise of Nonroutine Work and the Fall of Routine Work

Note: The bands indicate recessions as defined by the National Bureau of Economic Research.

Source: U.S. Census Bureau, Current Population Survey.

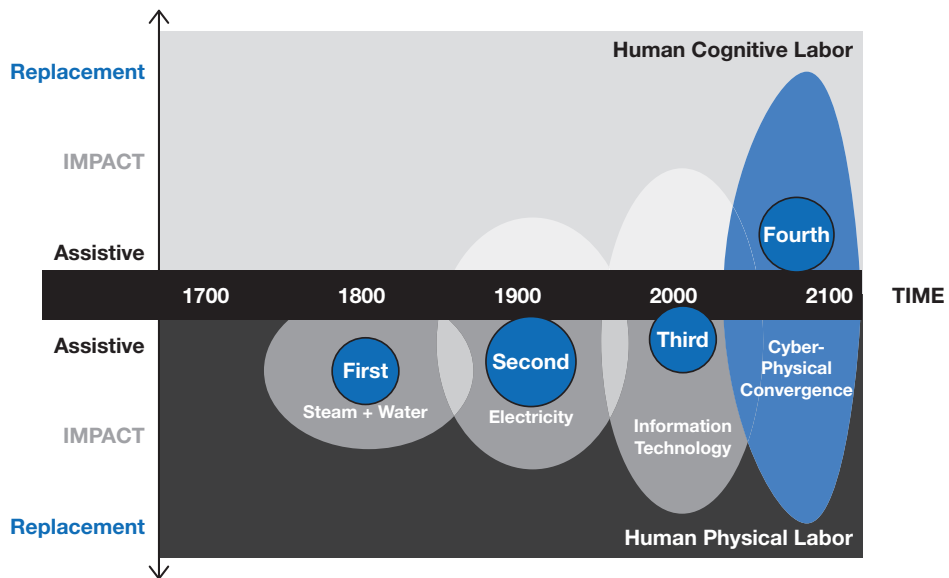


Figure I.5: The Fourth Industrial Revolution Reshapes Work

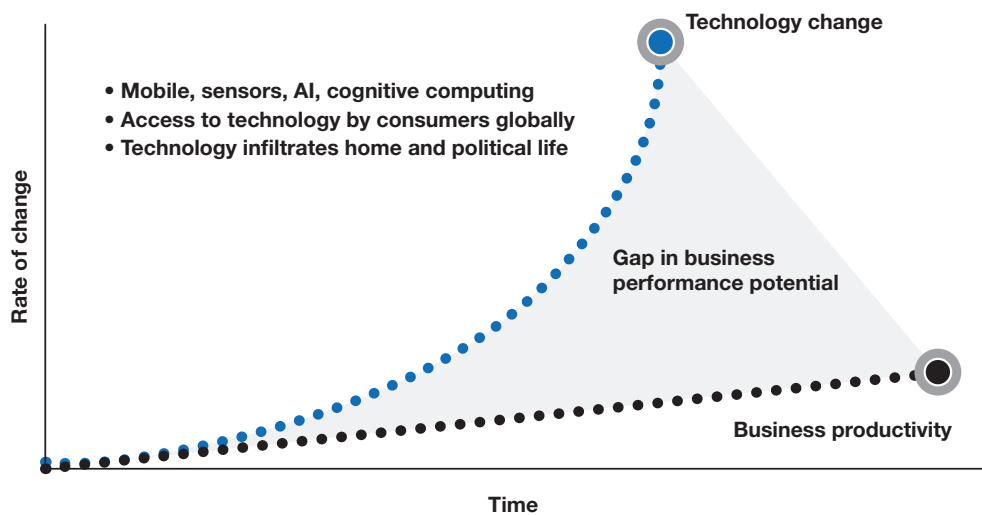


Figure I.6: Bersin/Deloitte's Productivity Gap

Source: © Deloitte University Press | Dupress.Deloitte.com | Josh Bersin.

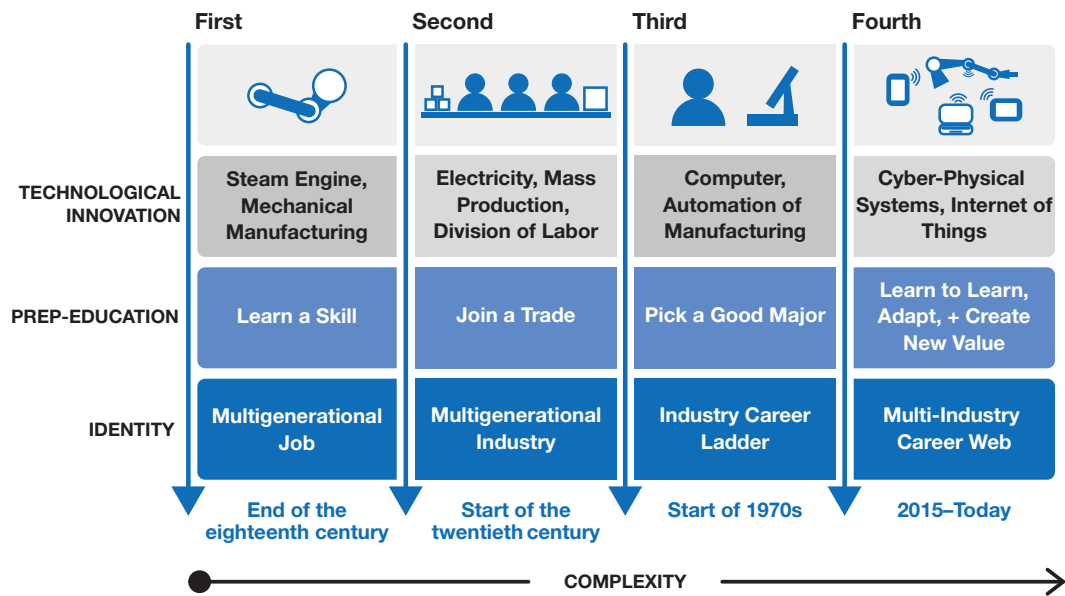


Figure 1.1: The Fourth Industrial Revolution

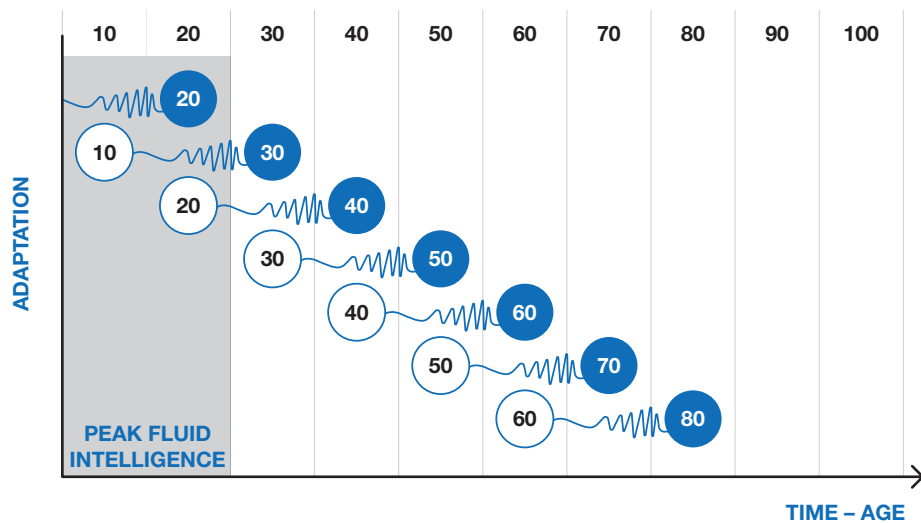


Figure 1.2: Age and Adaptation

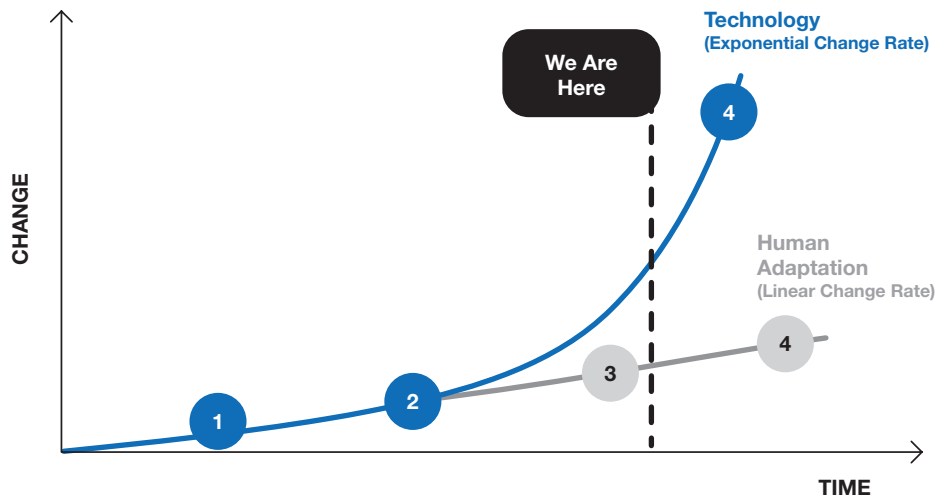


Figure 1.3: Human Adaptation Is Linear; Technological Change Is Exponential

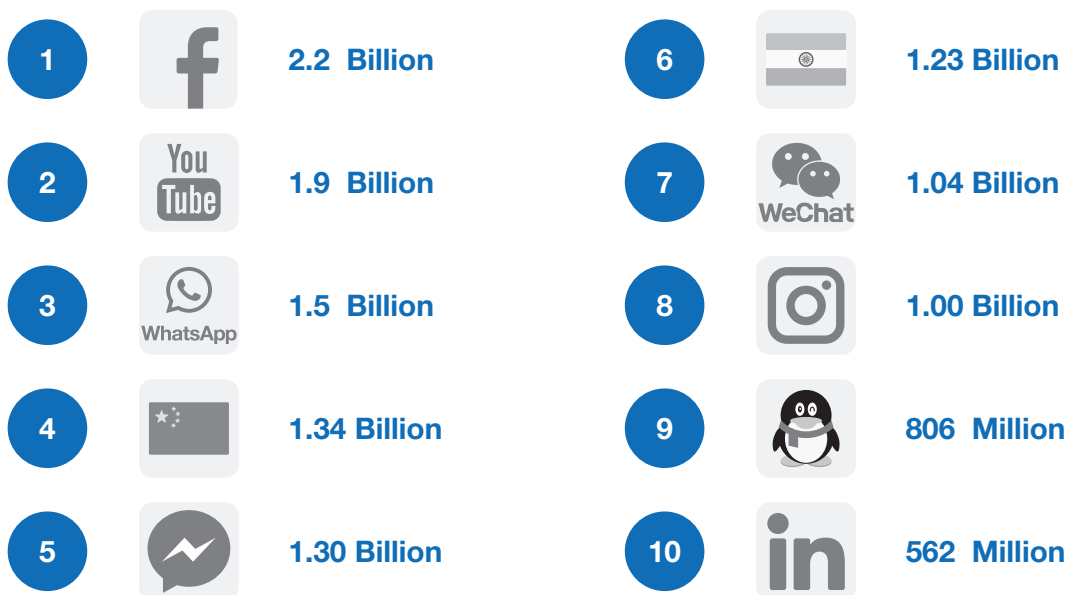


Figure 1.4: Top 10 Populations in the World

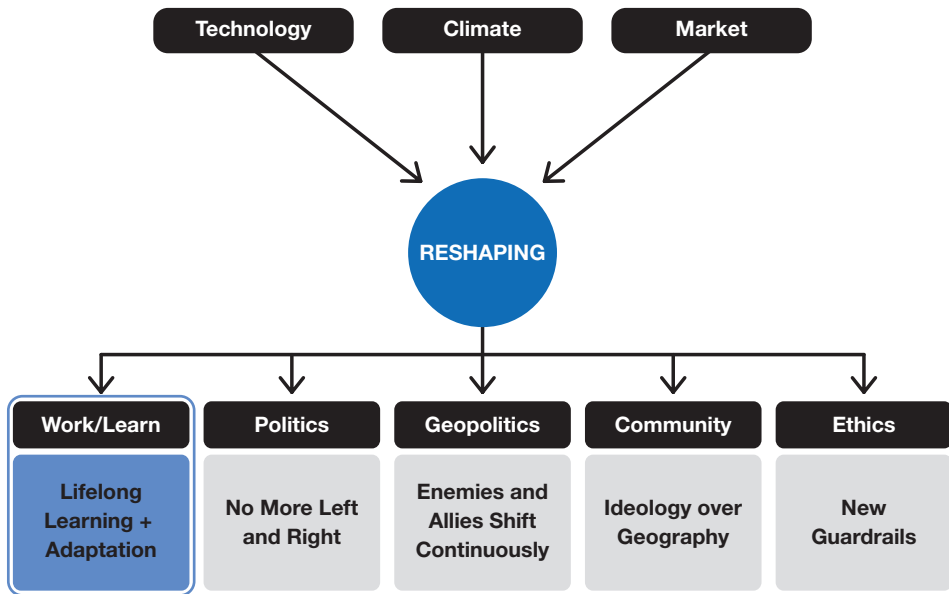


Figure 1.5: Friedman’s Three Climate Changes Reshape Our World

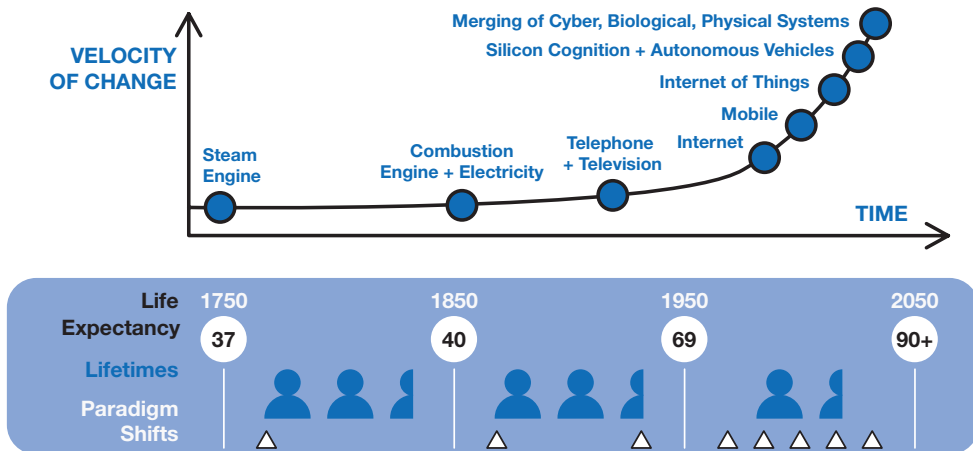


Figure 1.6: The Velocity of Change Requires Adaptation

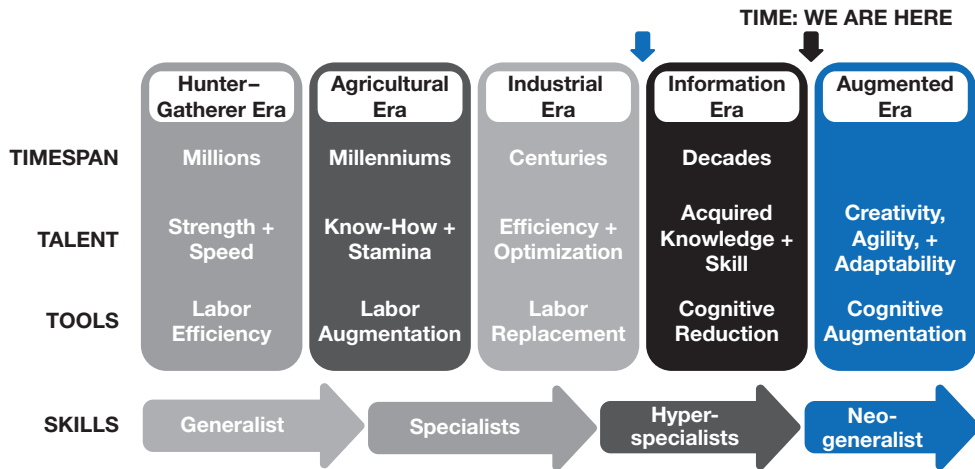


Figure 1.7: The Fifth Era in Human History

Source: Concept of Augmented Era © Jeff Kowalski, CTO Autodesk.

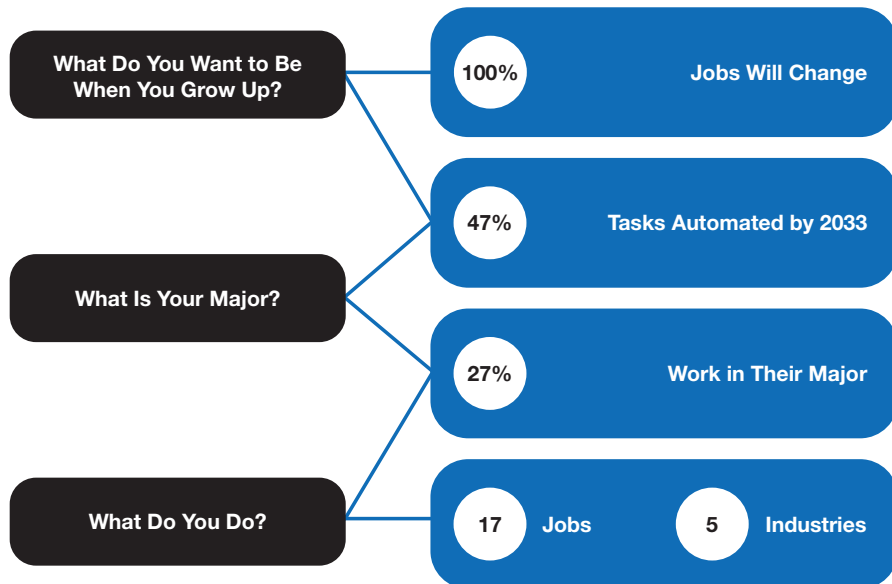


Figure 2.1: Outdated Questions Set Traps

Data sources: Frey-Osborne Model, Federal Reserve Bank of New York, and the Foundation for Young Australians.

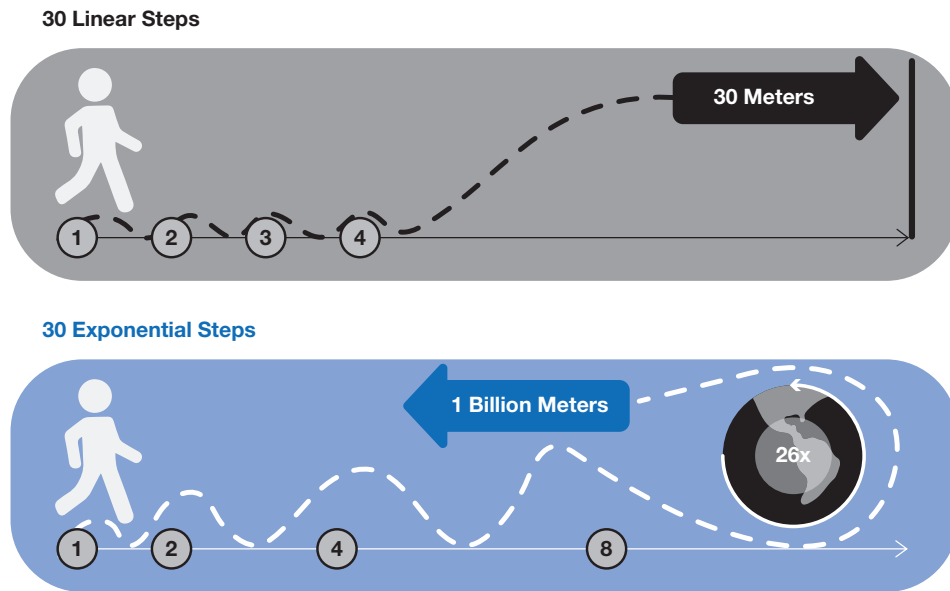


Figure 2.2: The Difference Between Linear and Exponential Progress

Data source: Singularity Hub.

		FROM	TO
WHO	Race	White Majority	White Minority
	Religion	(Judeo) Christian Norm	Unaffiliated (Plurality)
	Age	Youth to Middle Age	Aging (2027)
	Family	Mom + Dad + 2.5 Kids	More Types, Fewer kids
	Gender Identity	Fixed and Binary	Gender-Fluid
WHAT	Education	Single-Dose Degree	Continuous Learning
	Trust + Truth	Institutions	Ourselves + Peers (Bias)
	Consent + Power	Harassment Permissible	#MeToo, #TimesUp
	Occupation	Fixed Employee Identity	Portfolio of Self-Expression
	Leadership + Authority	(White) Male Patriarchy	Diverse + Female Leaders
WHERE	Expertise	Earned + Credentialed	Personal Brand + Network
	Human Relationships	Face to Face	51% of Time Online
	Populations	Countries	Social Media Platforms

Figure 2.3: Dimensions of Societal and Cultural Change

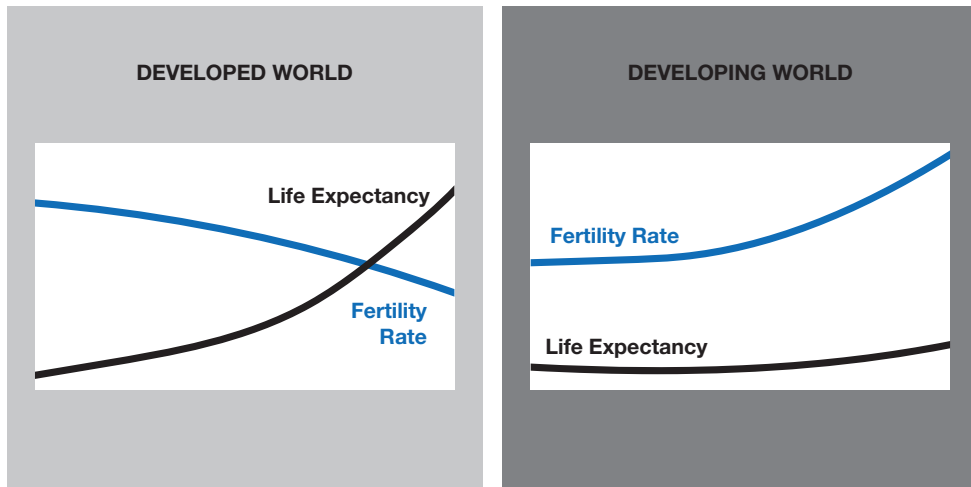


Figure 2.4: Shifting Population and Aging Trends Worldwide

Data sources: UN Department of Economic and Social Affairs, World Population Prospects 2012, Bureau of Labor Statistics, World Bank.

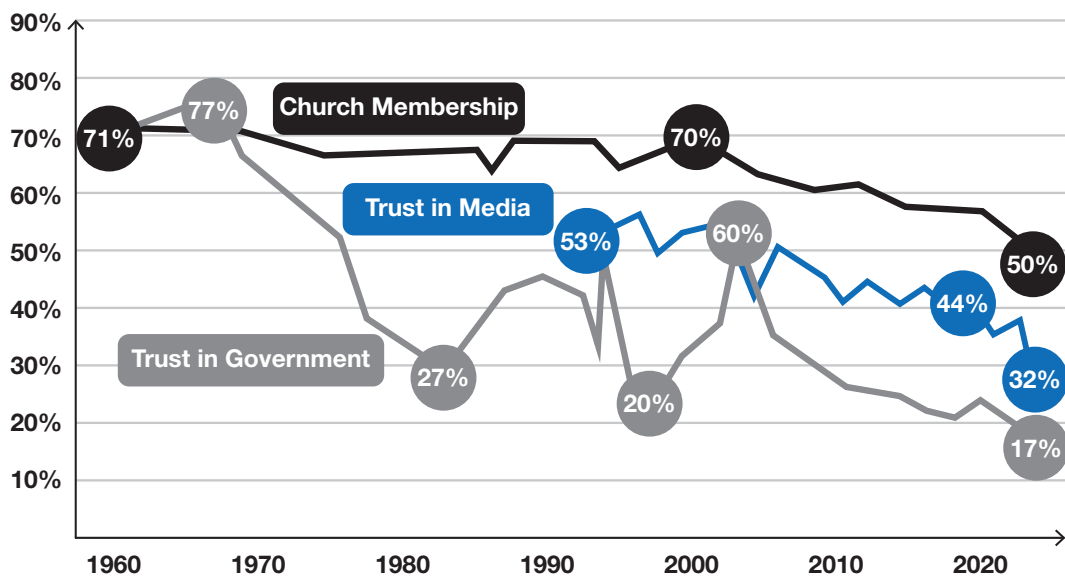


Figure 2.5: Membership and Trust

Data sources: Gallup (church membership and trust in media), Pew Research (trust in government).

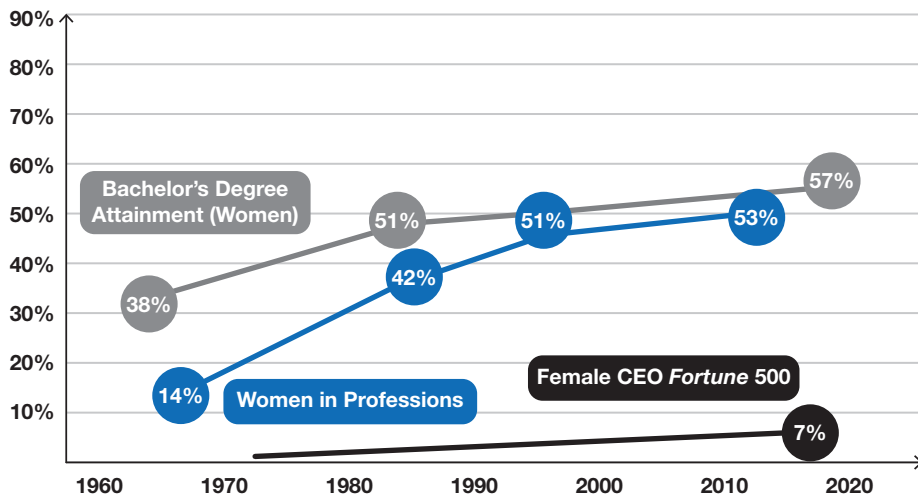


Figure 2.6: Women and Work: Educational Attainment, Workforce Representation, and Leadership

Data sources: Equal Employment Opportunity Commission (women in professions), National Center for Education Statistics (degree attainment by women), Catalyst (*Fortune* 500 CEOs).

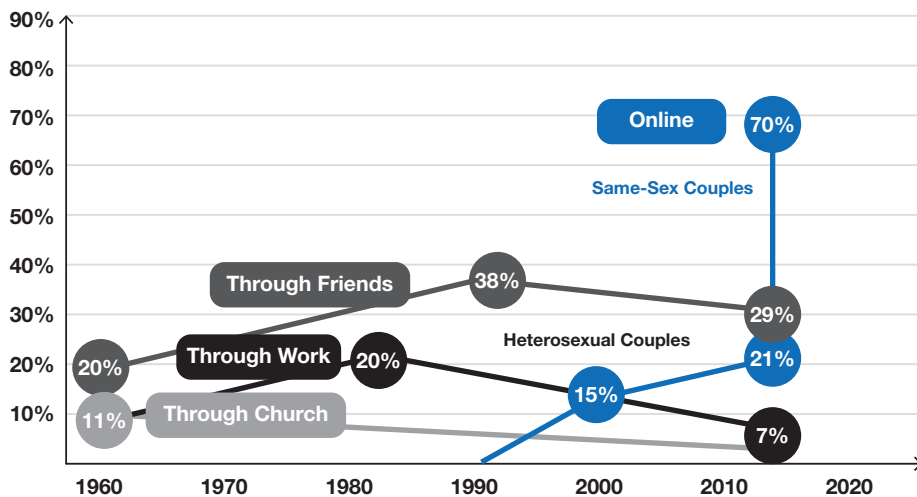


Figure 2.7: How We Meet Our Mates

Data source: Michael J. Rosenfeld and Reuben J. Thomas, "Searching for a Mate: The Rise of the Inter-net as a Social Intermediary," *American Sociological Review* 77, no. 4 (2012): 523–547.

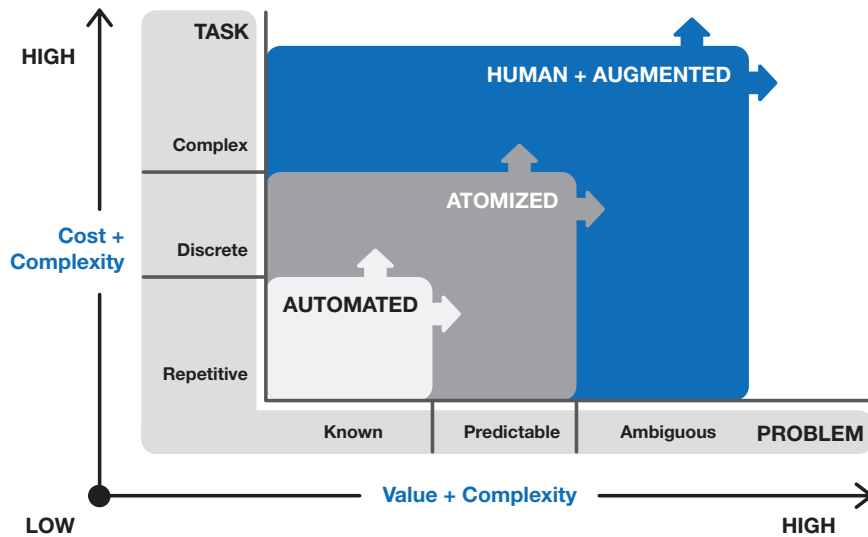


Figure 3.1: The Atomization, Automation, and Augmentation of Work

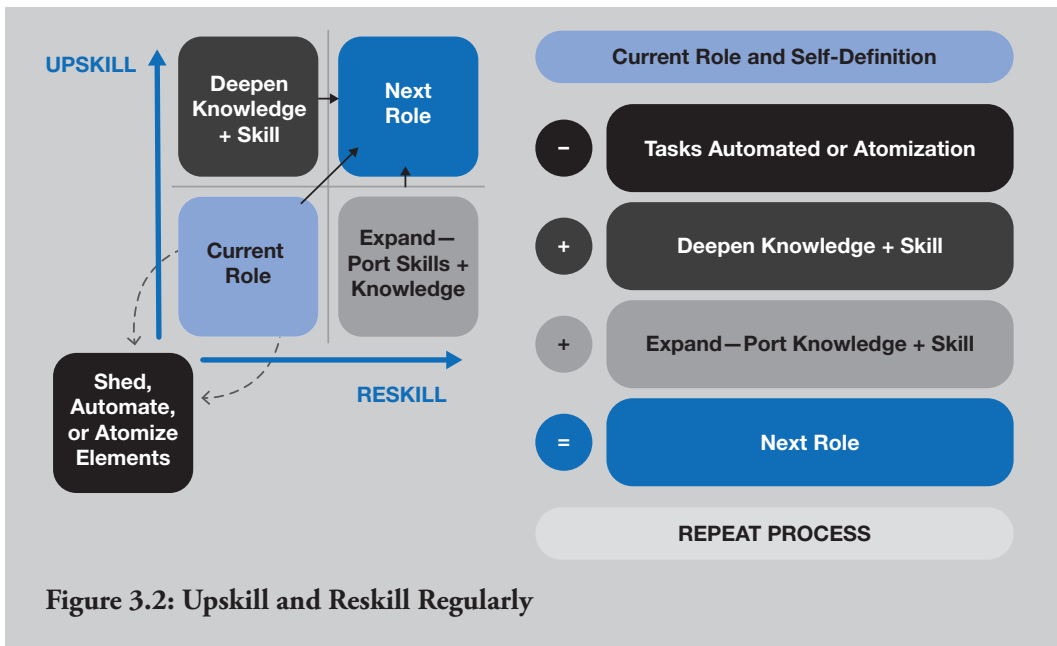


Figure 3.2: Upskill and Reskill Regularly

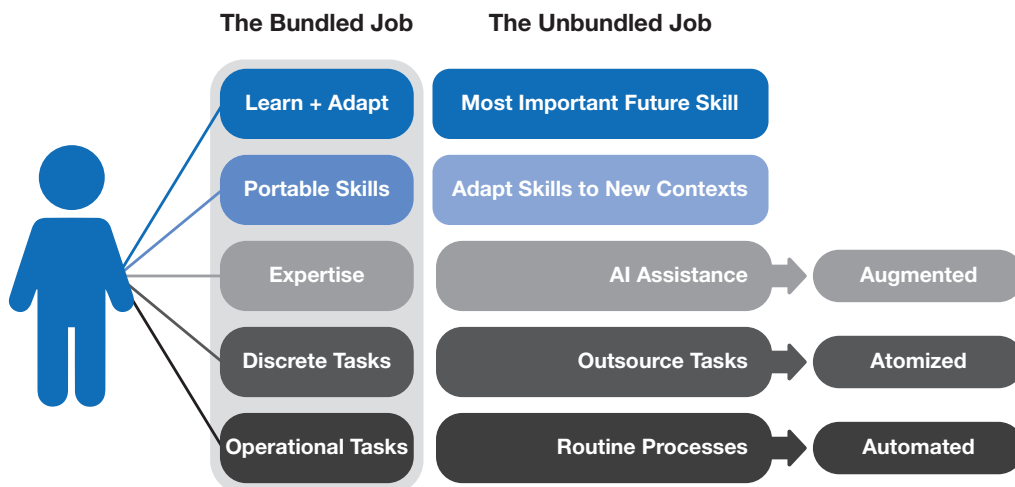


Figure 3.3: The Unbundling of a Job

Types of Talent	Time–Tour	Contribution
Executive Producer	Short-Term Repeatable	Known Ability to Deliver
Transformational	Short-Term 3–5 Years	Unknown (Discovery) Change Agent
	Short-Term Months–Years	Hire a Tool
Rotational	Short-Term 1–3 Years	Incremental, Known Contributions
Foundational	Long-Term Develop–Invest	Building + Sustaining the Entity

Figure 3.4: Five Types of Talent

Concept credit: Reid Hofman (foundational, rotational, and transformational talent), Heather E. McGowan (contingent and executive producer talent).

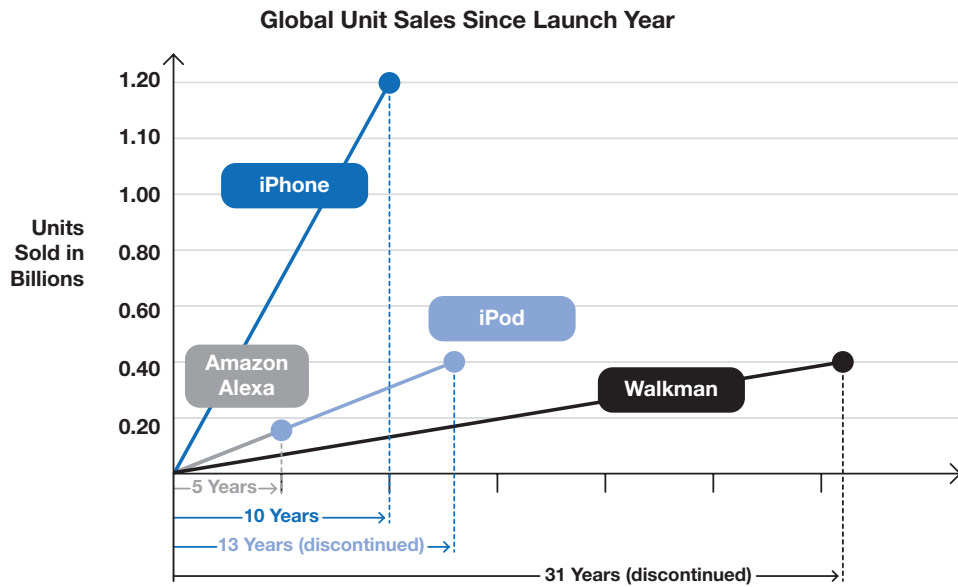


Figure 4.1: Speed-to-Product Peaks and Life Spans

Data sources: International Data Corporation and the product manufacturers.

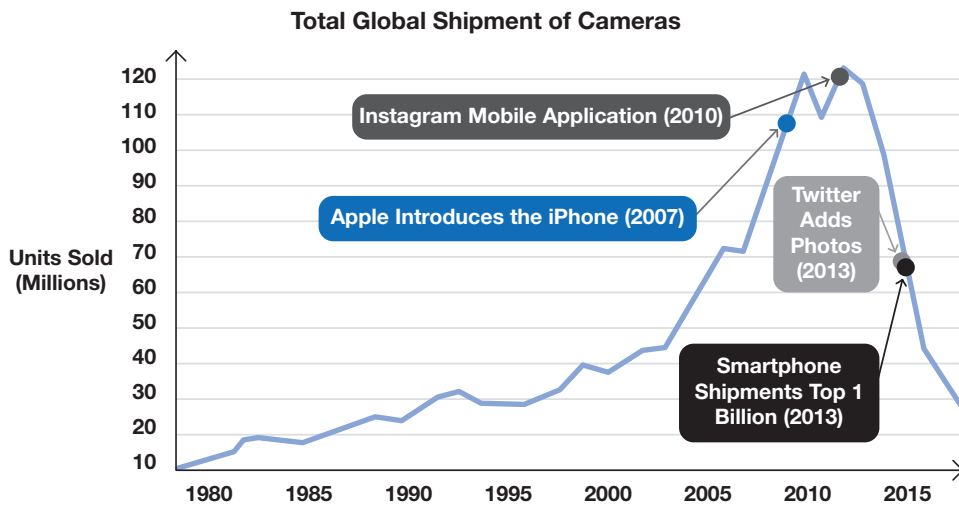


Figure 4.2: The Rise and Fall of the Camera

Data sources: The Camera and Imaging Product Association and International Data Corporation (smartphone shipments).

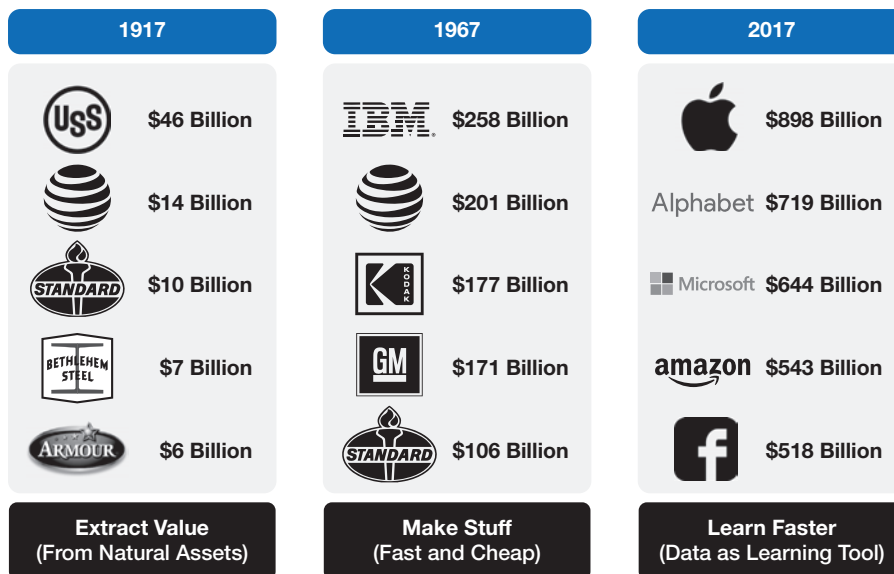


Figure 4.3: Top Five Companies by Market Capitalizations at 50-Year Increments

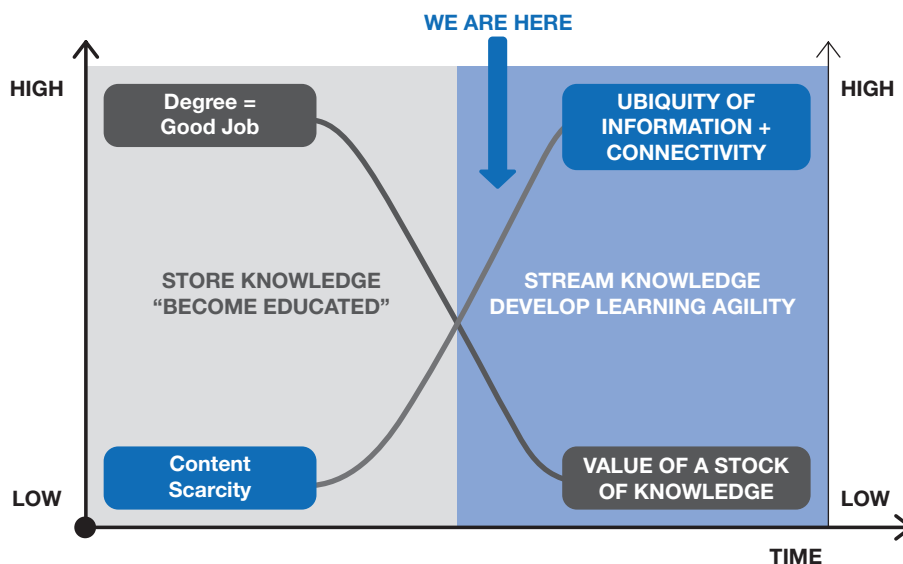


Figure 4.4: From Stocks of Knowledge to Flows of Knowledge

Credits: John Hagel (@Jhagel) for the stocks of knowledge concept and Laurence Van Elegen for the stream knowledge concept.

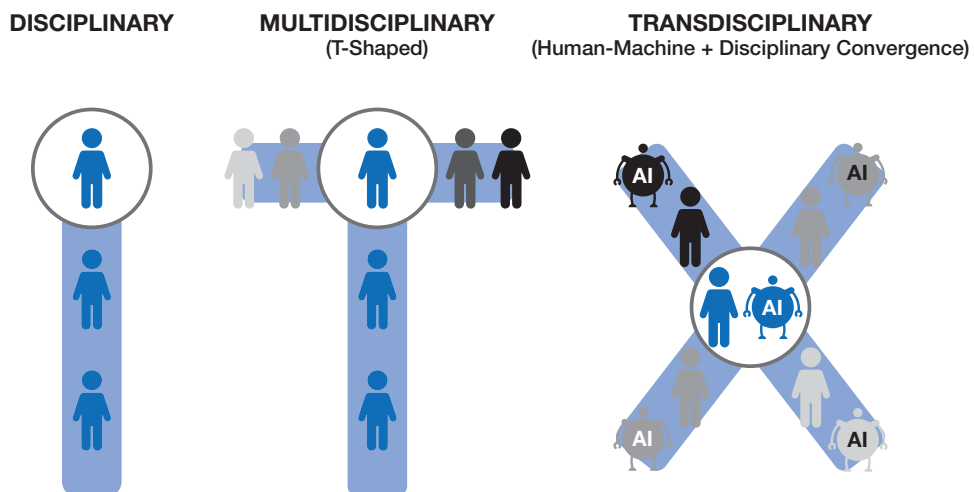


Figure 4.5: From I to T to X: The Transdisciplinary Imperative

Job Corridor:

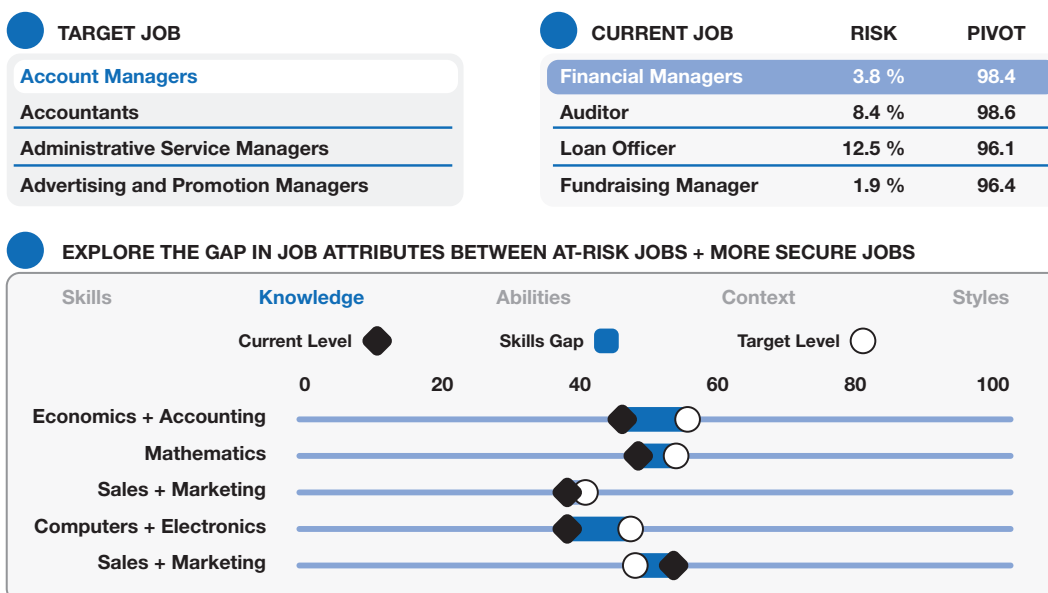


Figure 4.6: The Job Corridor and Pivot Score



Senior-Advanced Analytics

Historical Trends

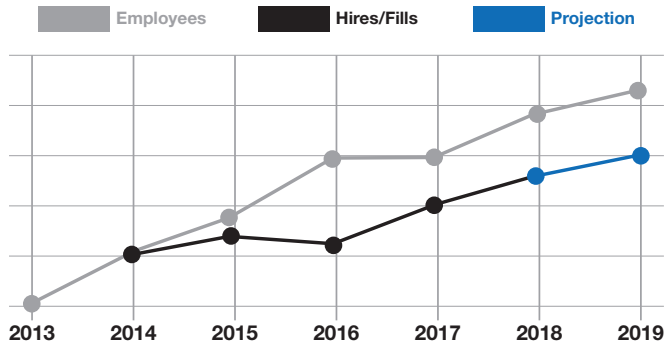


Figure 4.7: AT&T Career Intelligence Job Outlook

Data source: Information courtesy of AT&T.

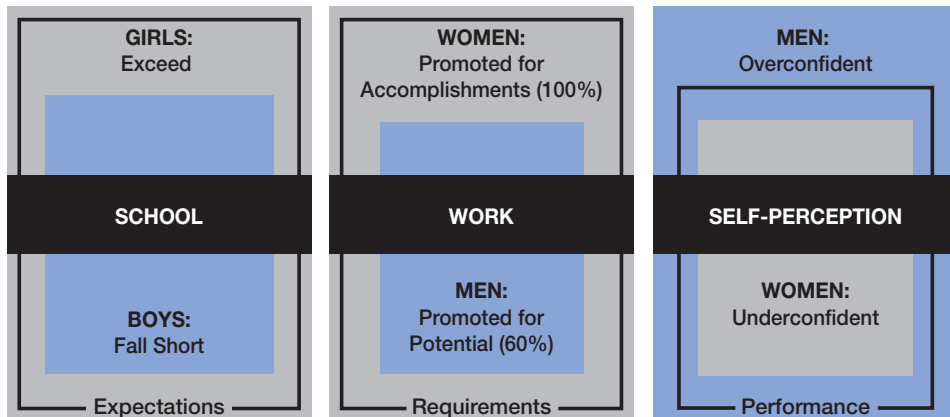


Figure 5.1: How We Build Competence and Close the Confidence Gap for Girls and Women

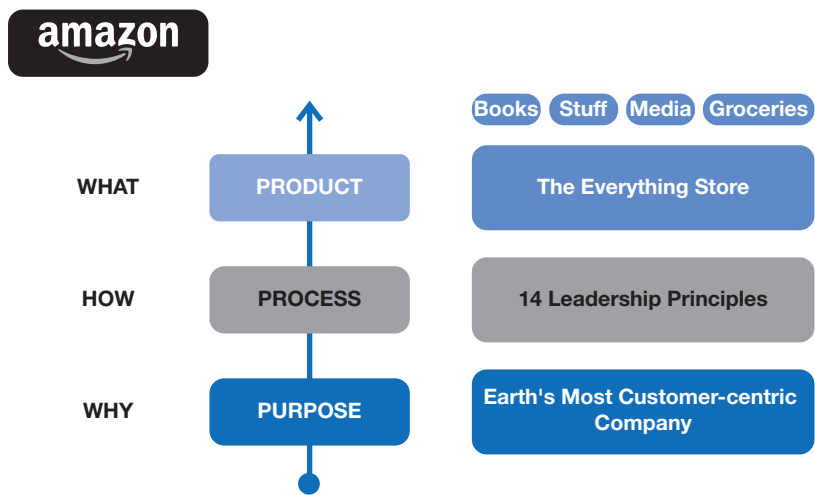


Figure 6.1: Amazon's Why, How, What

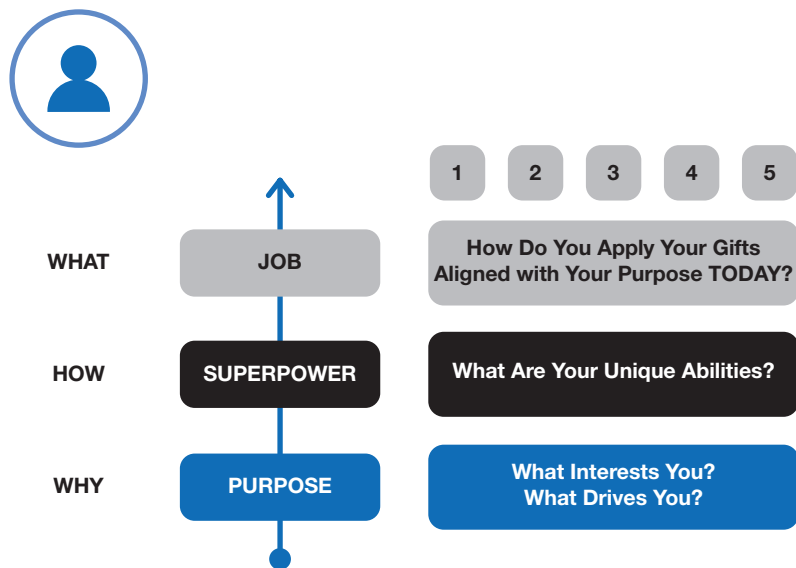


Figure 6.2: Purpose First, Job Last: Your Why, How, What

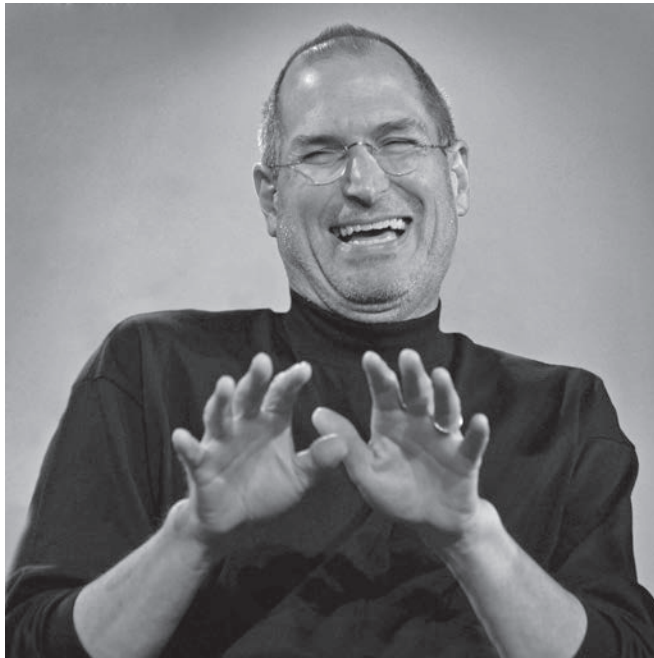


Figure 6.3: Steve Jobs

Photo © Asa Mathat.

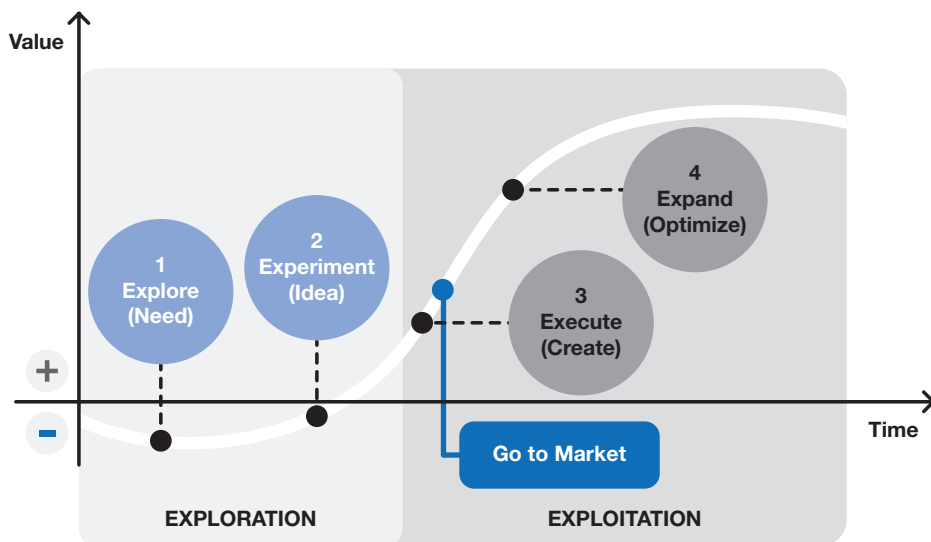


Figure 7.1: The Value Creation S-Curve: Explore, Experiment, Execute, Expand

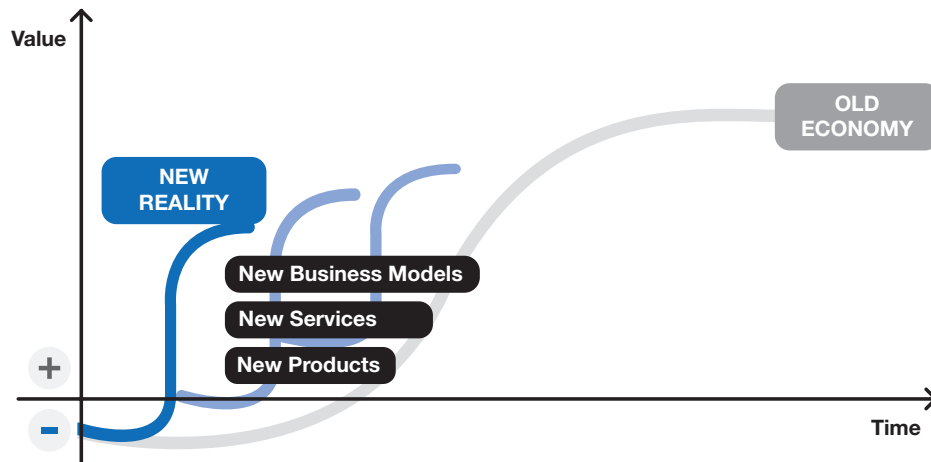


Figure 7.2: Old Economy S-Curve Gives Way to Shorter and More Frequent S Curves

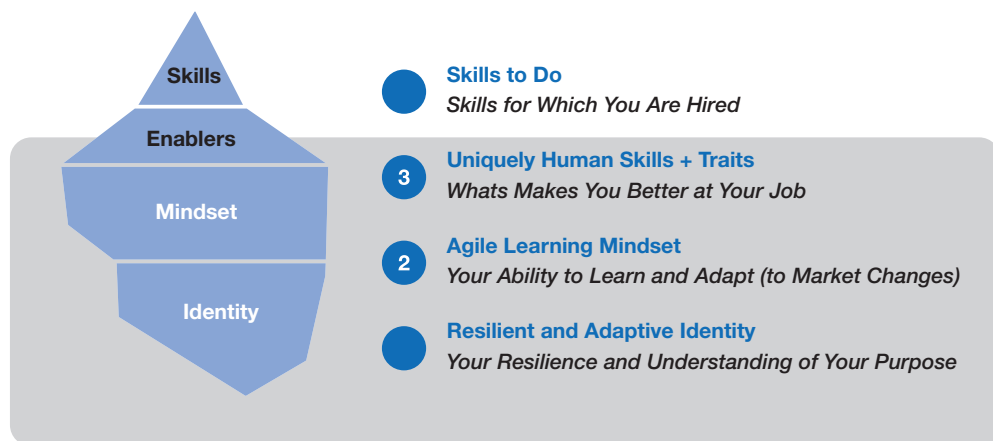


Figure 7.3: The Iceberg: Layers Required for Learning and Adaptation

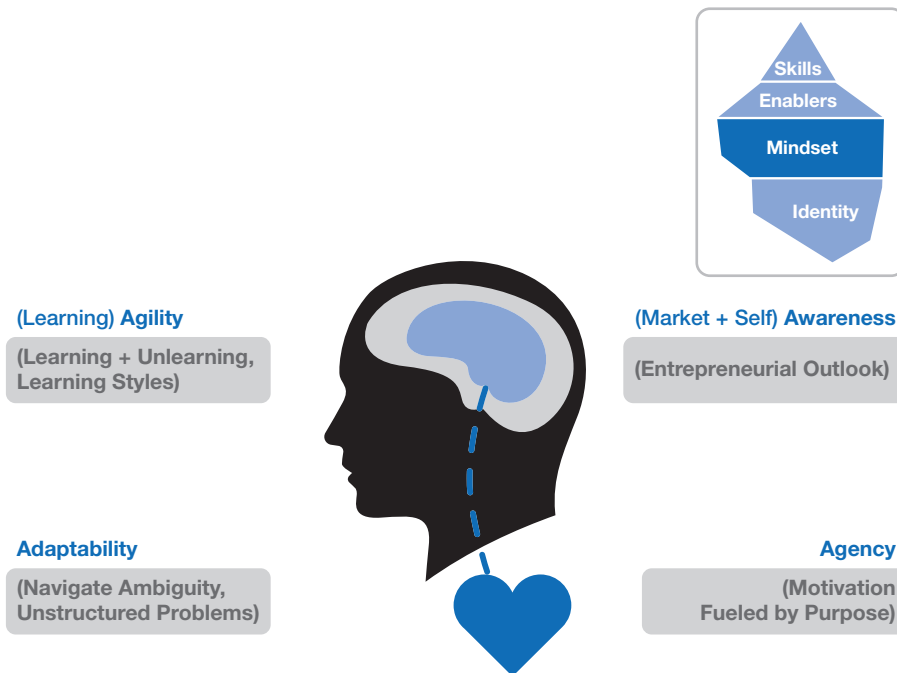


Figure 7.4: The Agile Mindset

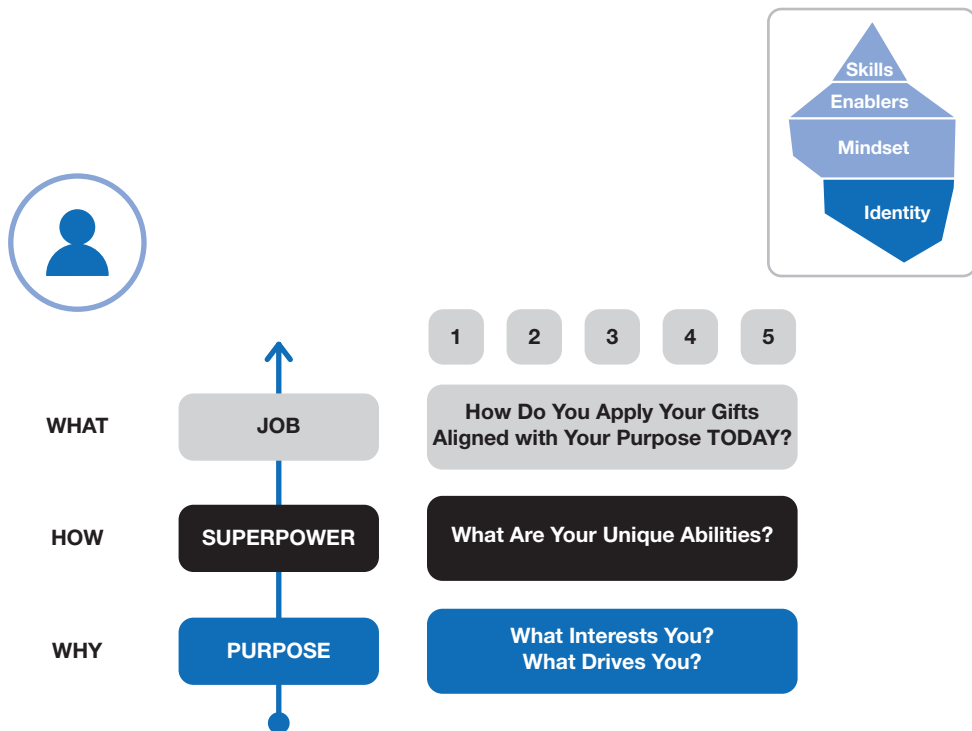


Figure 7.5: Agency Is Rooted in Understanding Your Purpose and Superpowers

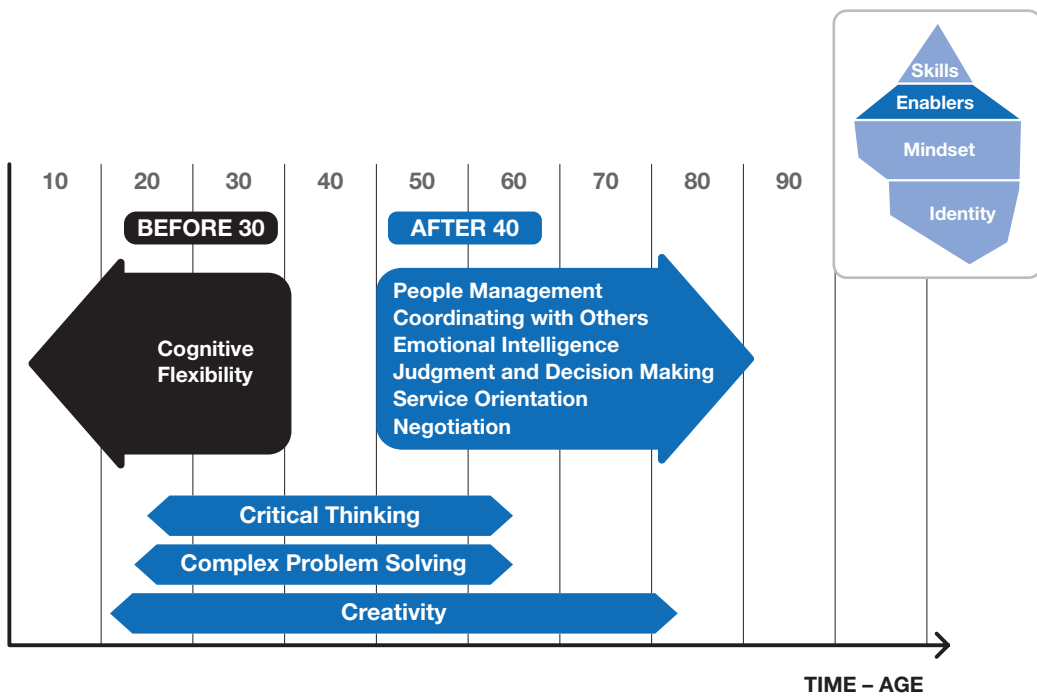


Figure 7.6: Future of Work Skills Peak with Age and Wisdom

Data source: Future Jobs Report, World Economic Forum.

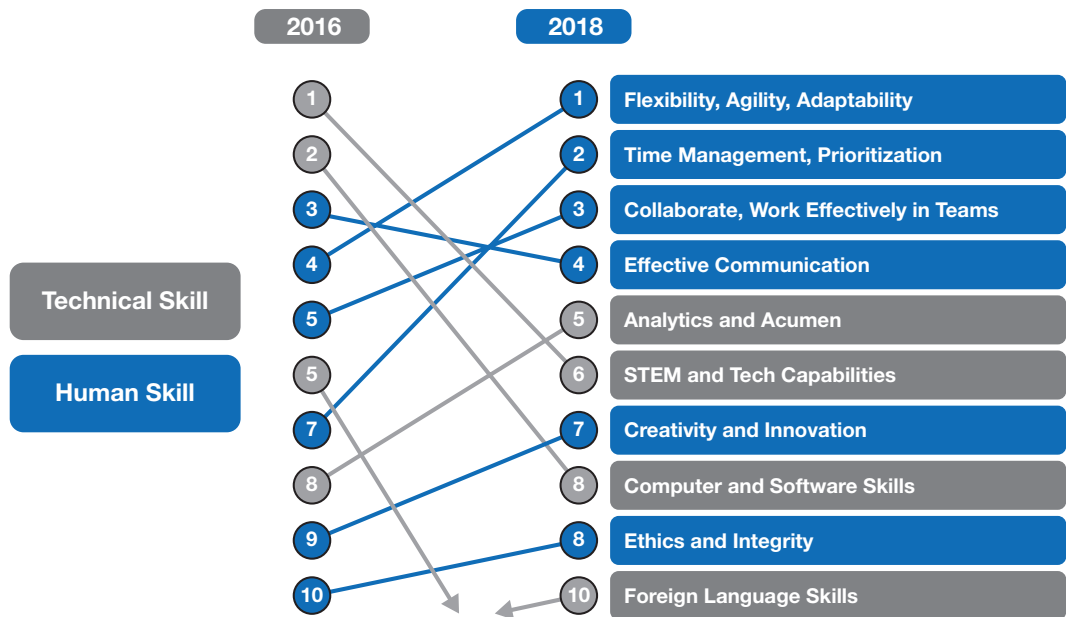
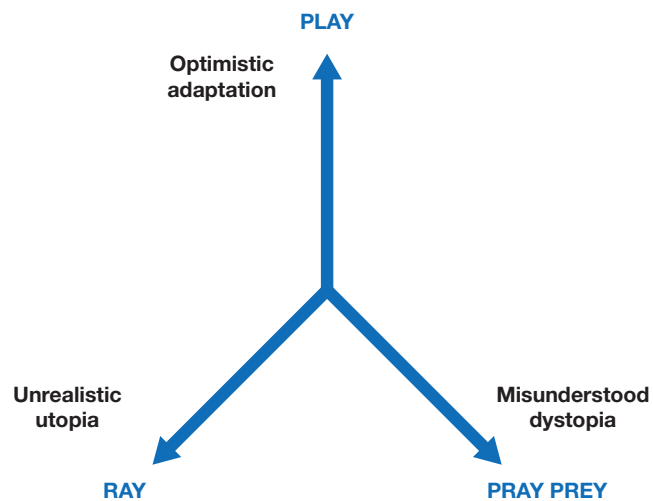
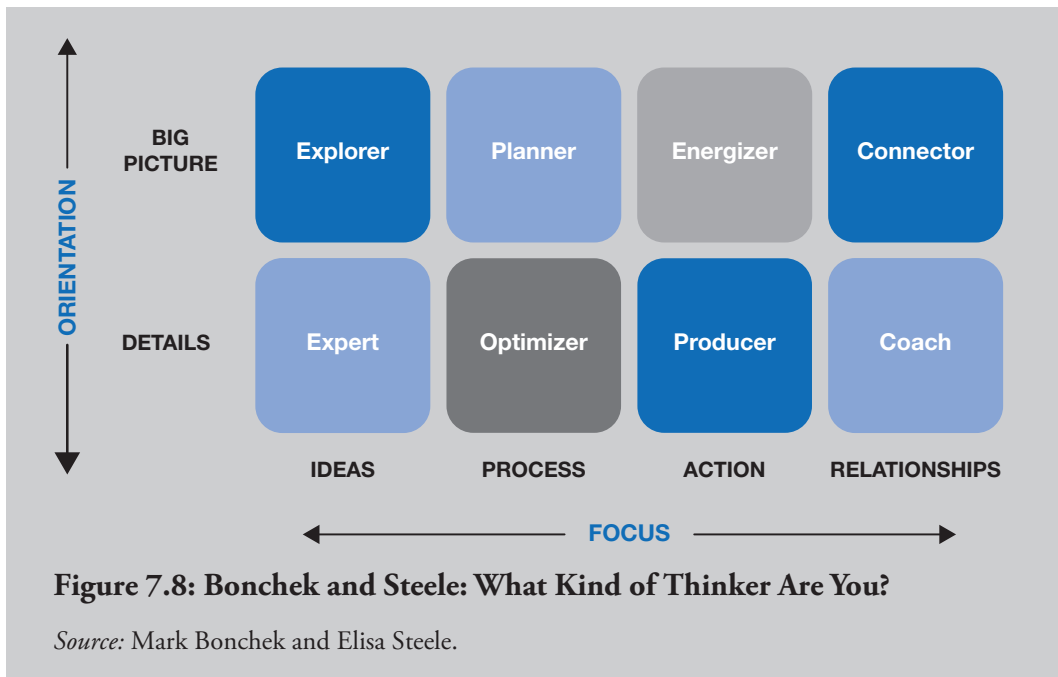


Figure 7.7: Technology Skills Slip as Behavioral Skills Rise (IBM)

Sources: 2016 IBM Institute for Business Value Global Skills Survey; 2018 IBM Institute for Business Value Global Country Survey.



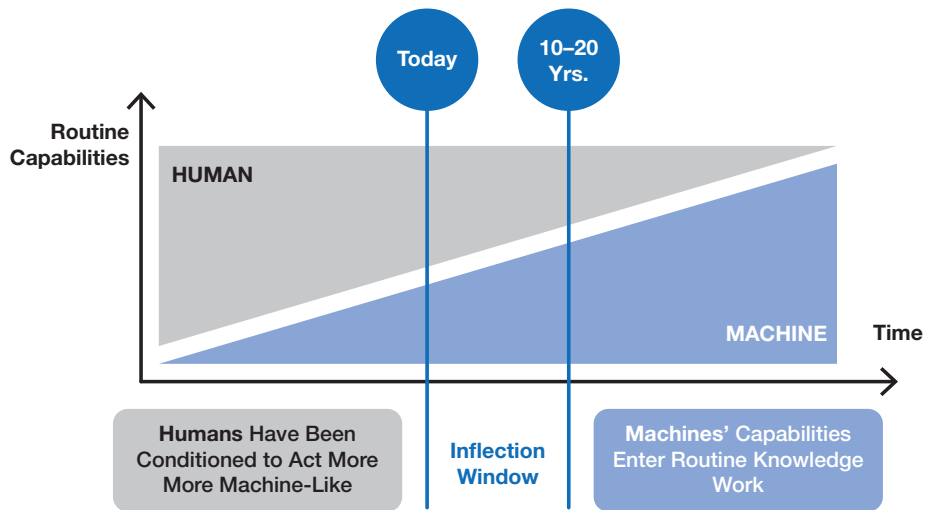


Figure 8.2: Routine Tasks—Human versus Machine Abilities

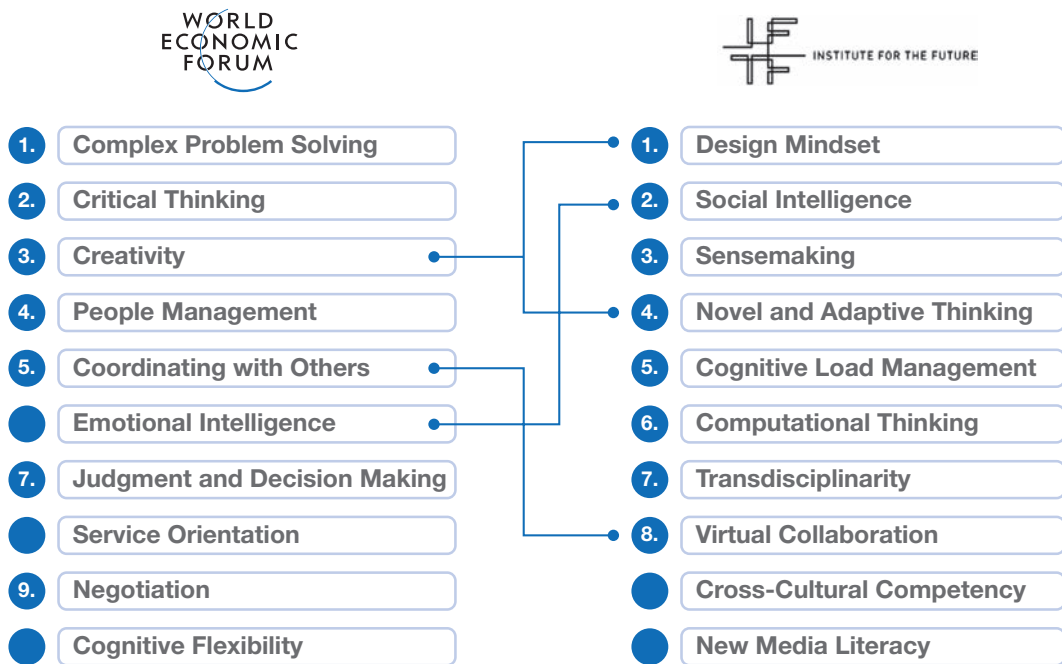


Figure 8.3: Future Work Skills: Institute of the Future and World Economic Forum

Data sources: Institute for the Future and World Economic Forum

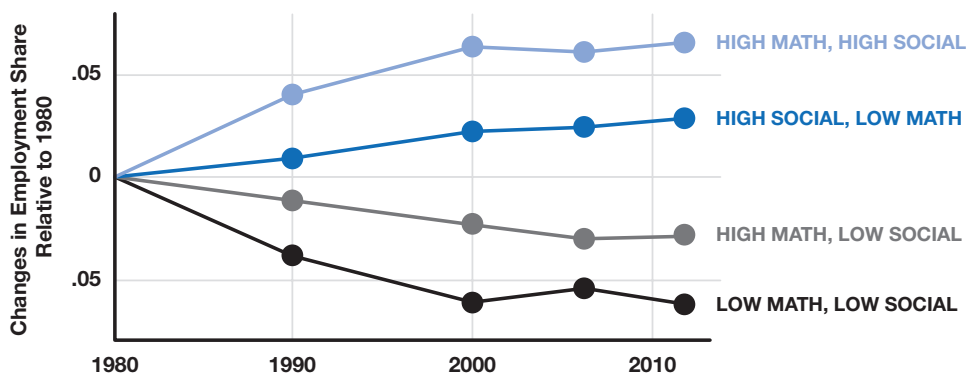


Figure 8.4: Deming: Changes to Employment Based on Task Intensity

Data source: David Deming, Occupational Task Intensity based on 1998 O*NET (source: 1980–2000 Census, 2005–2013 ACS), in “The Growing Importance of Social Skills in the Labor Market,” May 2017.

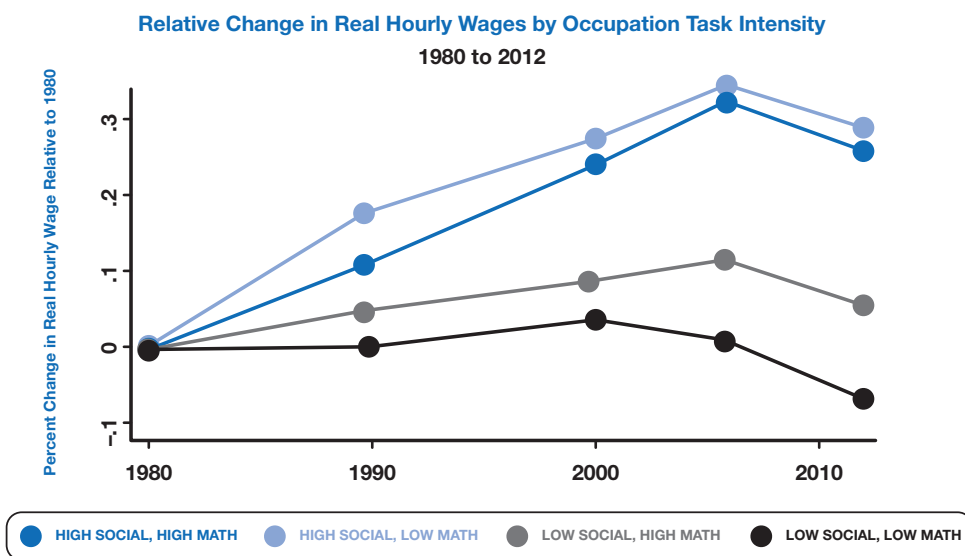


Figure 8.5: Deming: Changes in Hourly Income Based on Task Intensity

Data source: David Deming, Occupational Task Intensity based on 1998 O*NET (source: 1980–2000 Census, 2005–2013 ACS), in “The Growing Importance of Social Skills in the Labor Market,” May 2017.

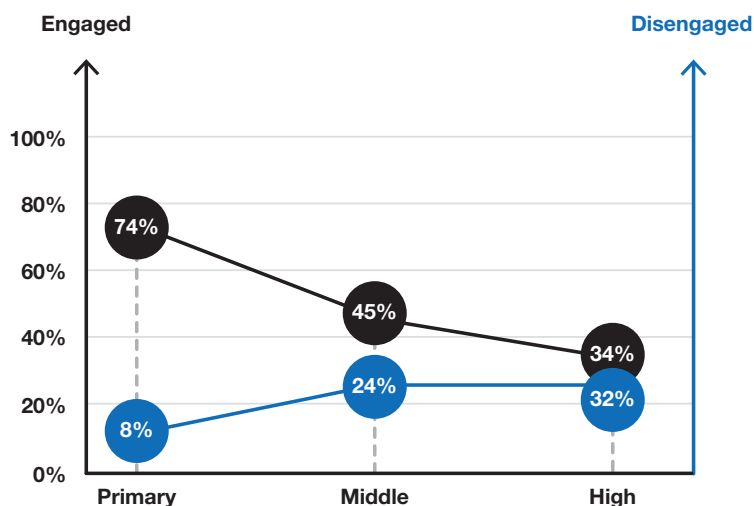


Figure 8.6: Gallup: Engagement and Disengagement in Education

Data source: Gallup 2016 survey of 3,000 schools in the United States (<https://news.gallup.com/opinion/gallup/211631/student-enthusiasm-falls-high-school-graduation-nears.aspx>).

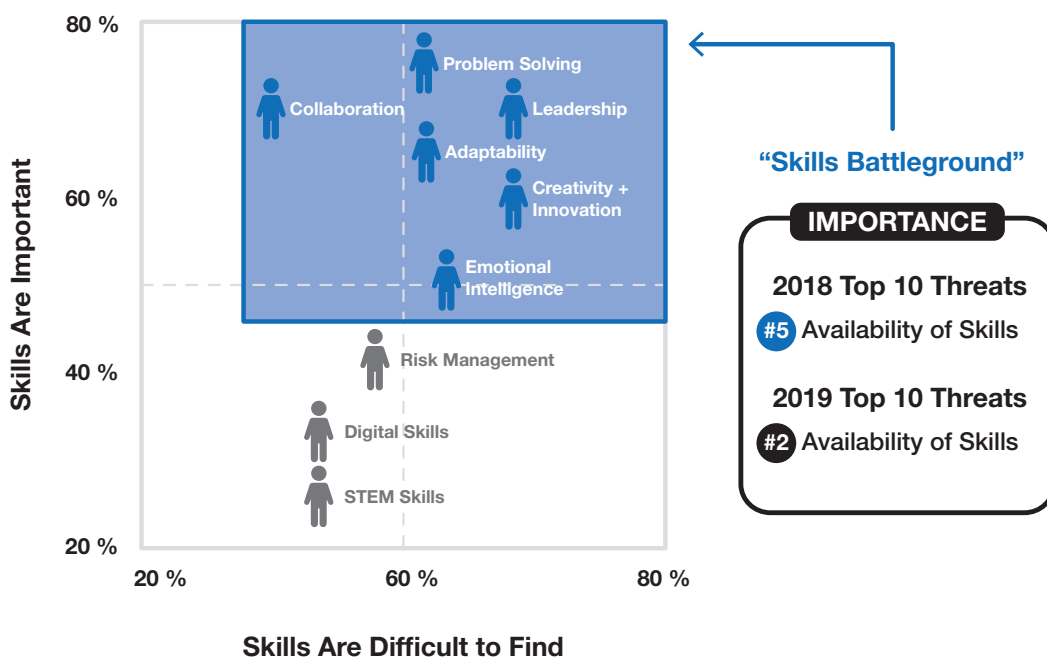


Figure 8.7: PricewaterhouseCoopers: Skills Battleground

Data source: PwC 20th Anniversary CEO Survey.

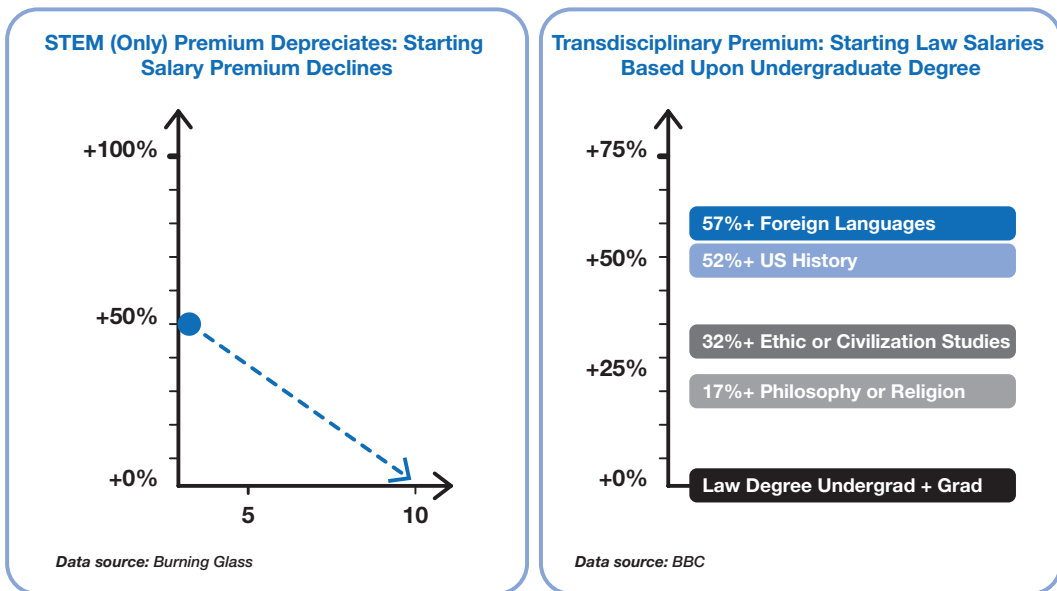


Figure 8.8: The Premium of a Liberal Arts Undergraduate Degree in the Legal Profession

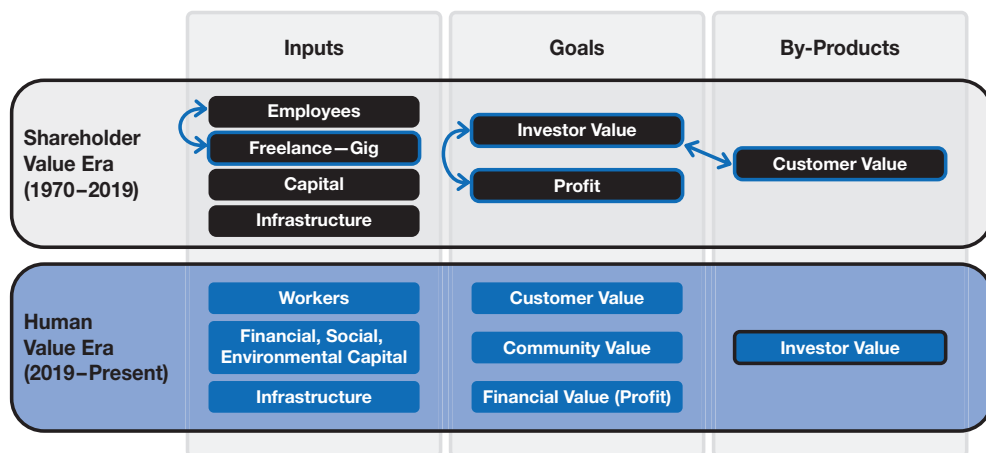


Figure 8.9: Shareholder Value and Human Value Eras

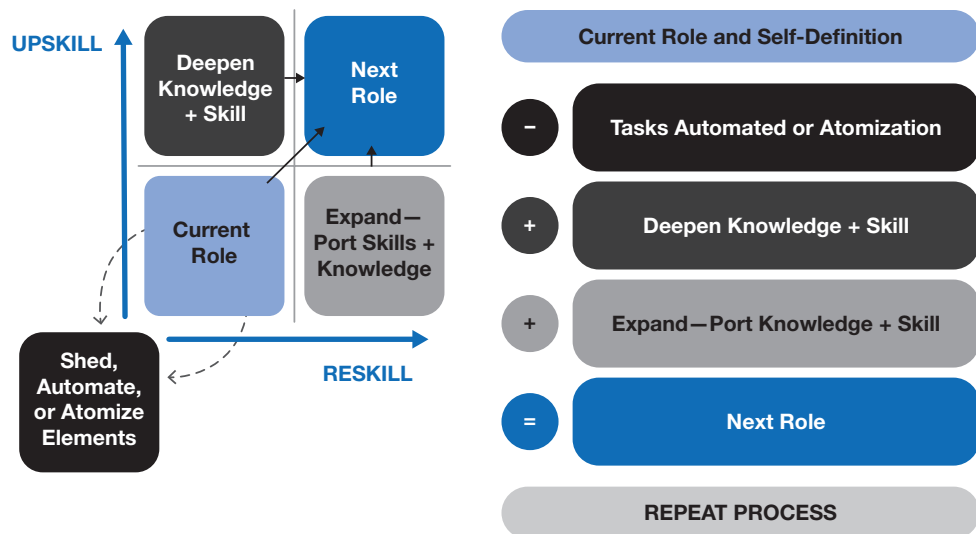


Figure 8.10: Your Job Is Moving: Reskill and Upskill Every Day

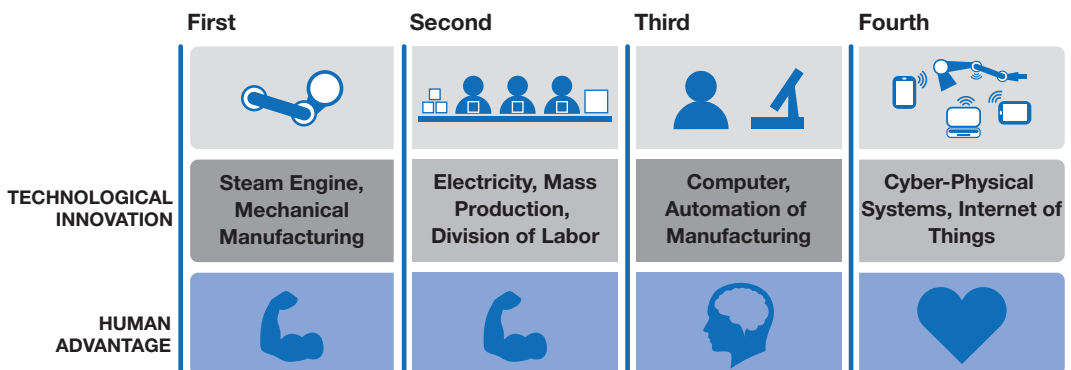


Figure 8.11: The Fourth Industrial Revolution Requires Heart

Concept credit: Dame Minouche Shafik, director, London School of Economics and Political Science, and Dov Seidman, CEO, LRN and author of *How*.

SCALABLE EFFICIENCY
Second and Third Industrial Revolutions



SCALABLE LEARNING
Fourth Industrial Revolution



Figure 9.1: Leadership Shift from Driving Productivity to Inspiring Human Potential

Sources: John Hagel (scalable efficiency and scalable learning) and Heather E. McGowan (leadership for productivity or potential)



Figure 9.2: Who Gets the Extra Cookie?

Source: Photo by Wendy Rueter on Unsplash.

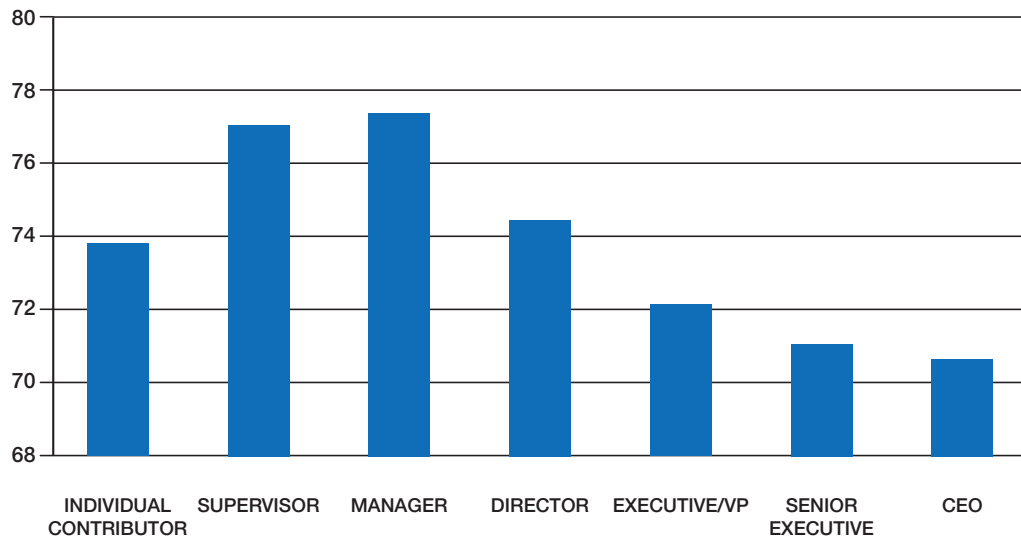


Figure 9.3: Emotional Intelligence and Job Title

Source: Travis Bradberry, PhD, president, TalentSmart, Inc., coauthor, *Emotional Intelligence 2.0*.



Figure 9.4: In Search of Super Chickens

Source: Photo by William Moreland on Unsplash.



Figure 9.5: Soccer: An Interdependence Sport

Source: Photo by Jannik Skorna on Unsplash.



Figure 9.6: Leaders Make the First Leap of Faith

Source: Photo by Sammie Vasquez on Unsplash.



Figure 9.7: Racing Takes Great Situational Awareness

Source: Photo by Max Böttinger on Unsplash.

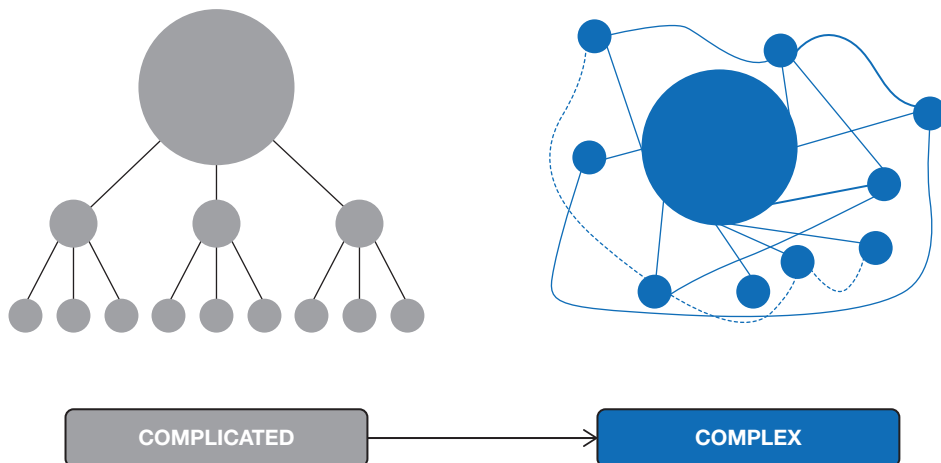


Figure 9.8: Complicated to Complex



Figure 9.9: Become Comfortable with Being Uncomfortable

Source: Photo by André Noboa on Unsplash.



Figure 9.10: Beware the Burning Platform

Source: Photo by Stephen Radford on Unsplash.

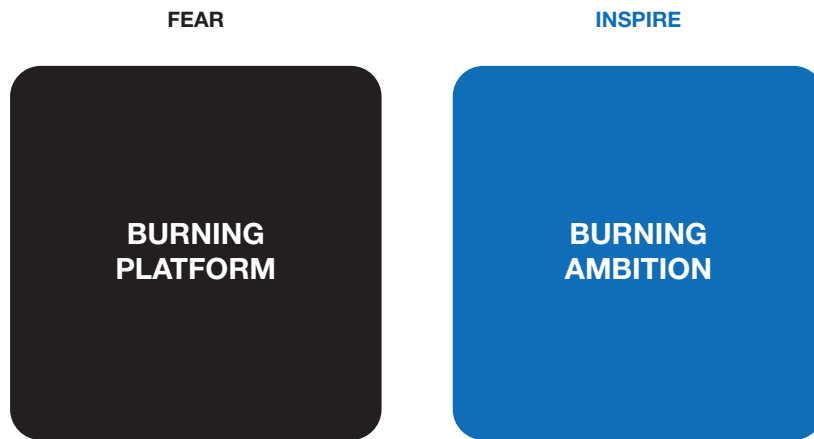


Figure 9.11: From Burning Platform to Burning Ambition

Source: Peter Sheahan, CEO, Karrikins Group.

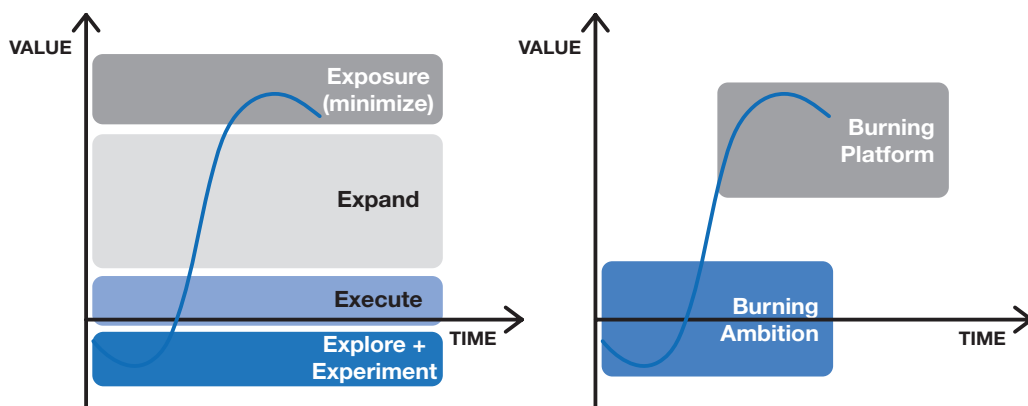


Figure 9.12: Phase of Value Creation and Protection and Burning Platform versus Burning Ambition

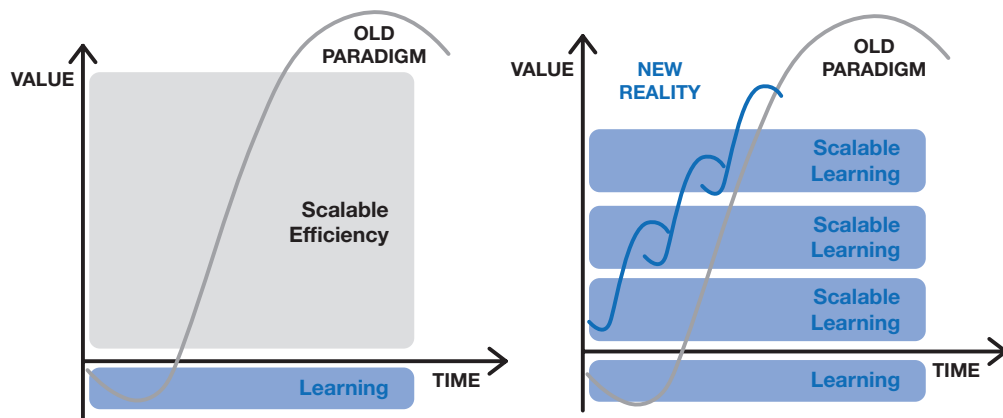


Figure 9.13: Old Paradigm versus New Reality and Scalable Efficiency versus Scalable Learning

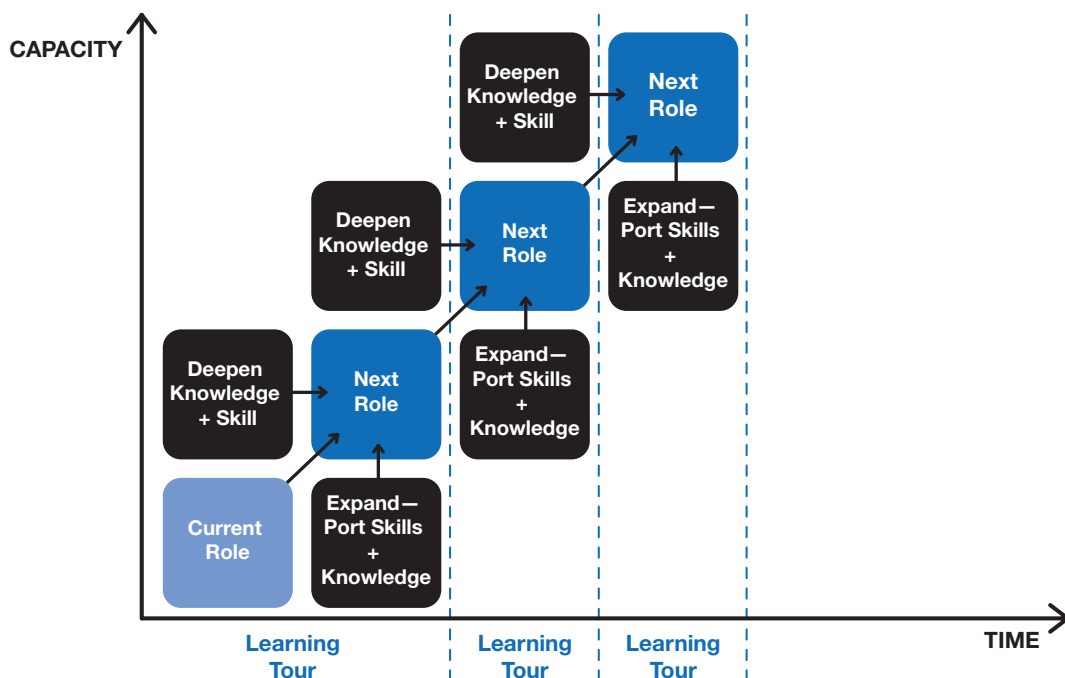


Figure 9.14: Learning Tours to Increase Capacity

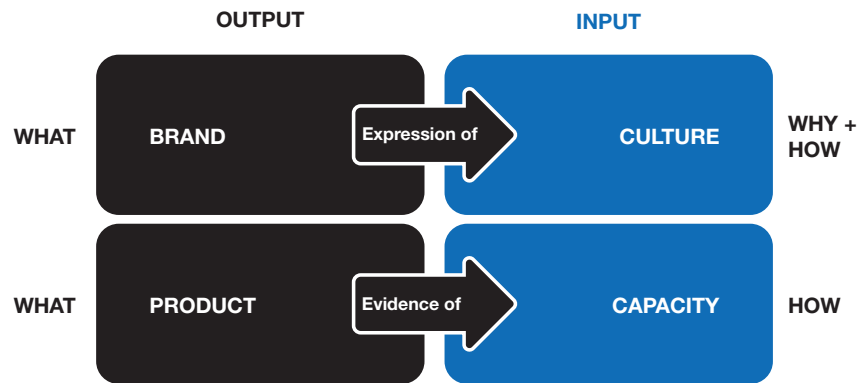


Figure 10.1: Focus on the Inputs: Culture and Capacity



unreasonable

Our values drive everything we do.

We think this is the most important webpage we've ever built. Unreasonable, from its inception, has been a values-driven organization. To be clear, the manifesto below is not a gimmick. All our moves are guided by the constraints set within our values. Without them, Unreasonable Group wouldn't be Unreasonable.

WHY WE EXIST

Our mission is to drive resources into and break down barriers for entrepreneurs solving BFPs. Our vision is to create a world in which the most valuable & influential companies of our time are those solving humanity's most pressing challenges. Below are our values but we want to make clear that we have one law: entrepreneur-centricity. Come hell or high water, we exist to support the entrepreneurs that make up our global community.

OUR VALUES

LONG TERM > SHORT TERM

We put an emphasis on long-term value and impact over short-term gains. In fact, impact is the sole reason we do anything & everything. It is our only bottom line. Although we believe in the power of profit to drive lasting and scalable change, when evaluating an opportunity, we examine its worth via the depth and breadth of the impact we envision possible.

CLIMB THE RIGHT MOUNTAIN

The speed at which you climb the mountain is important, but only relevant if you choose the right mountain to climb. Effectiveness is more important than efficiency and it needs to be intentionally measured over time. We constantly ask ourselves if we are climbing the right mountain and look to leverage data to ensure we are on course and heading towards the chartered summit. Read more about this value on Unreasonable.is.

NO BULLSHIT

We believe humility is paramount and we view vulnerability as strength. We push for open communication even when it's tough, whether that means being transparent about our failures publicly or creating the conditions for authentic communication within our teams. We have chosen to embrace honesty, and sometimes awkwardness, as the path to an incredible team and a brand worth believing in. It's simple: Don't bullshit yourself and don't bullshit others.

LEARN ALWAYS

We believe in the potency of a curious perspective and we are obsessed with prototyping. We strive to learn both from failure and success and we believe that teams often forget to value learning as a measurable outcome to any project. We constantly push ourselves to learn new things (personally, professionally, physically, and spiritually). We continually set and test hypotheses that help us to rapidly evolve towards our mission. WE believe that the best way to learn, is to do.

MAGIC IS IN THE DETAILS

Design matters, the details matter, personality matters, and intentionality is critical. We are tired of hearing that the devil is in the detail. We believe magic is in the details. We have a culture that takes as much pride in a perfectly placed pixel as we do with the design of a page. Overtime, we believe our obsession over detail will speak volumes.

WE > I

We stand on a belief that the world's greatest challenges will never be solved by one person, one team, or one company. We believe in pathological collaboration and strive to turn competitors into partners. Within our own team and community, we always assume good intentions and when circumstances demand it, we are committed to going through hell or high water for each other.

GYSHIDO // VISIT THE SITE

We look for a team-player mindset with an autonomous work practice. Unreasonable is not a micro-management culture. We operate under the assumption that everyone on the team will Gyshido and we all

Figure 10.2: Unreasonable Group Manifesto

hold ourselves accountable. We only work with people who never let others wait for their part of the job. We hold a conviction that nothing grand comes easily. We love the grind.

YOUR ENERGY > YOUR TIME

If you choose to start your workday at noon or at 5 a.m., so long as you Gyshido, the decision is entirely yours. If you want to go on a hike for three hours in the middle of the day, awesome. We will shape your work around your life. That said, we only work with teammates who feel a deep connectedness to their work. Put another way, we seek out individuals who agree that this is not a 9 a.m. — 5 p.m. job...it's more than that.

WE ARE ENTREPRENEURS

We leverage creativity and the resources at-hand instead of looking elsewhere for the answers. We believe in the importance of maximizing partnerships, realizing the potential of our team, seeing money not as “the answer” but as a tool to be intelligently leveraged, running a skillfully lean operation, and in short, doing as scrappy entrepreneurs do.

GLOBAL IDENTITY

We strive to ensure that the demographics of our team and the community we support are reflective of the globally diverse world we operate within. This is not a gimmick, this is a strategic imperative. It is self-evident that the most productive breakthroughs and creative solutions arise from bringing together people and partners across geographies, religions, ethnicities, political affiliations, genders, abilities, and creeds. From our board of directors to our teammates, to the entrepreneurs and mentors we support, we aim to ensure our community and our brand is representative of the world we are seeking to impact.

NO ASSHOLES

Our greatest asset, the global unreasonable community, thrives implicitly on kindness and generosity at its foundation. We seek out team members, partners, investors, entrepreneurs, collaborators and mentors who choose humility over arrogance, assume good intentions amongst one another, and though we will have many differences of belief and perspective, always treat one another with respect. Though we are a community where creative and social misfits seek refuge, assholes will find no home at Unreasonable. There are no exceptions to this rule.

FAMILY AND HEALTH FIRST

We know it's ironic that this value is last on the list, but there is nothing more important. Your family and health are always prioritized. If you are sick, if someone is getting married, if there is an urgent family need, we will insist you drop everything and take care of your family and your health above all else.

Figure 10.2: Unreasonable Group Manifesto (cont.)

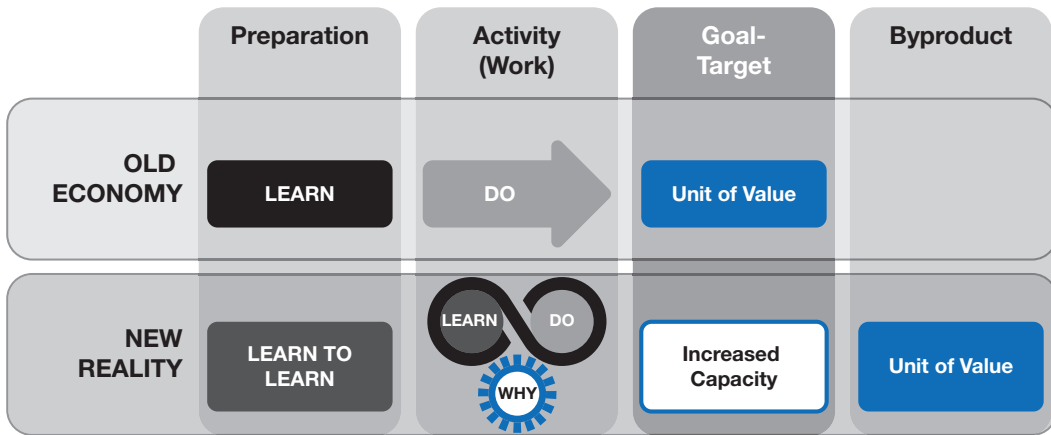


Figure 10.3: Value Created Becomes the By-Product of Increasing Capacity

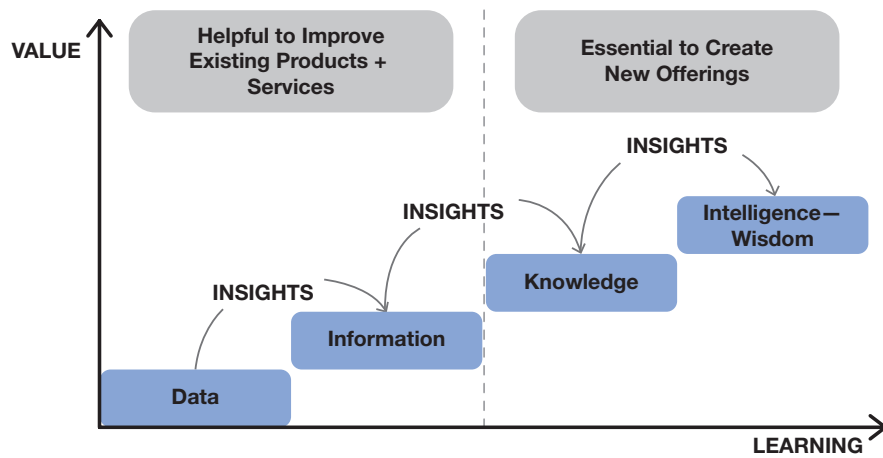


Figure 10.4: Hierarchy of Business Intelligence



Figure 11.1: From the Value You Bring to the Value You Create

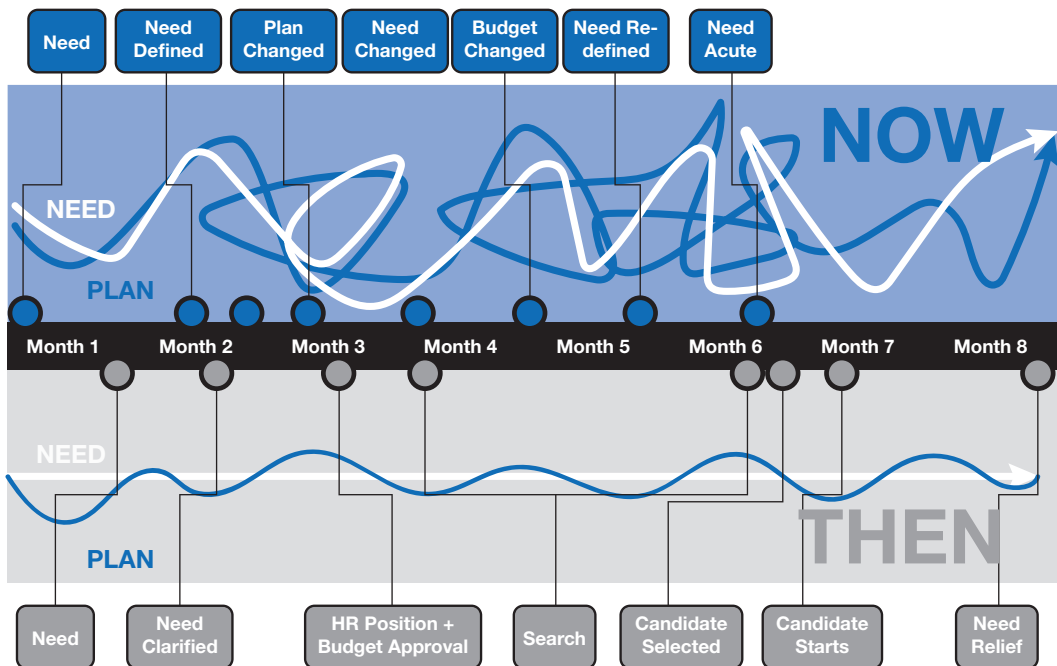


Figure 11.2: Accelerated Change Can Eclipse Long Hiring Timelines

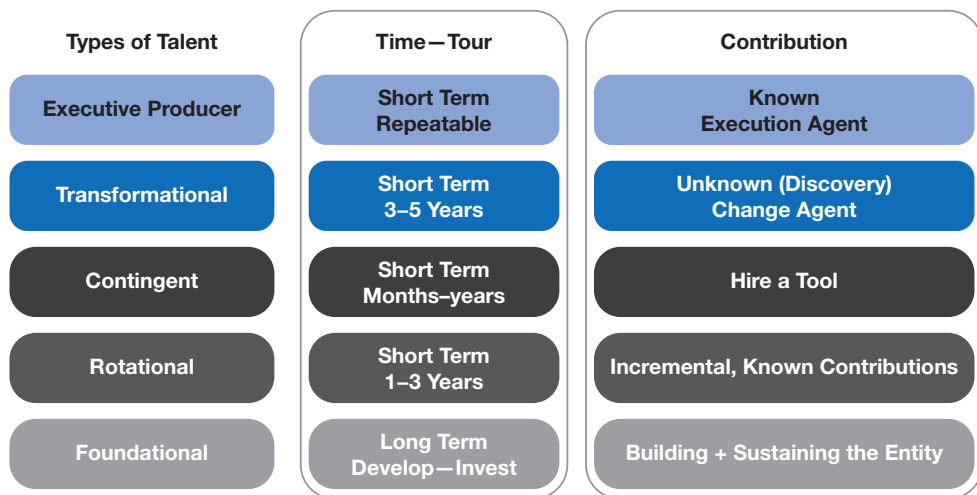


Figure 11.3: Types of Talent

Sources: Reid Ho"man (foundational, rotational, and transformational talent) and Heather E. McGowan (contingent and executive producer talent).

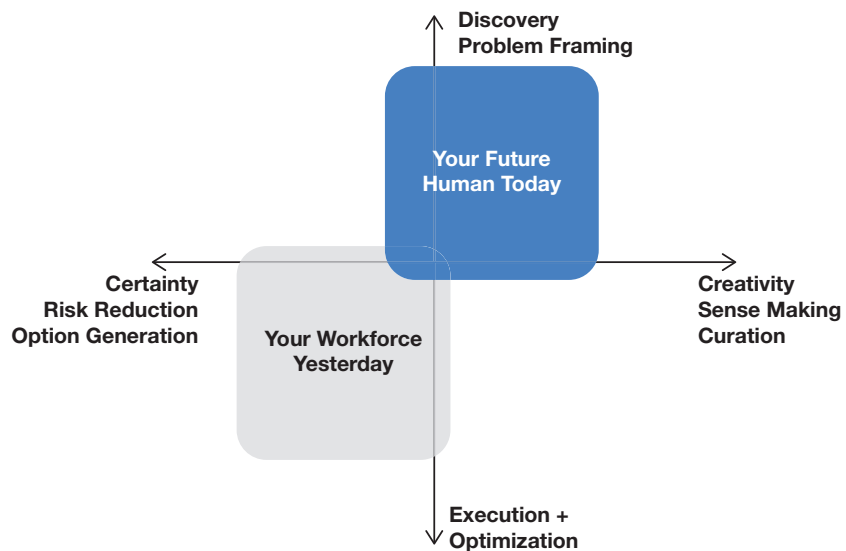


Figure 11.4: Workforce of Yesterday versus Workforce of Tomorrow

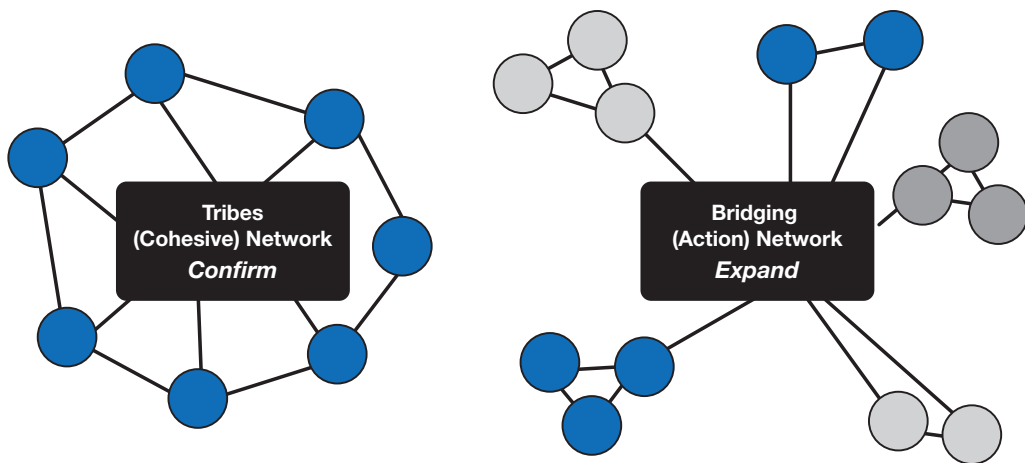


Figure 11.5: The Shape of Your Network Matters

Concept Credit: Anne-Marie Slaughter (author of *The Chessboard and the Web*) and Julie Battilana and Tiziana Casciaro (authors of “The Network Secrets of Great Change Agents” in the *Harvard Business Review*).

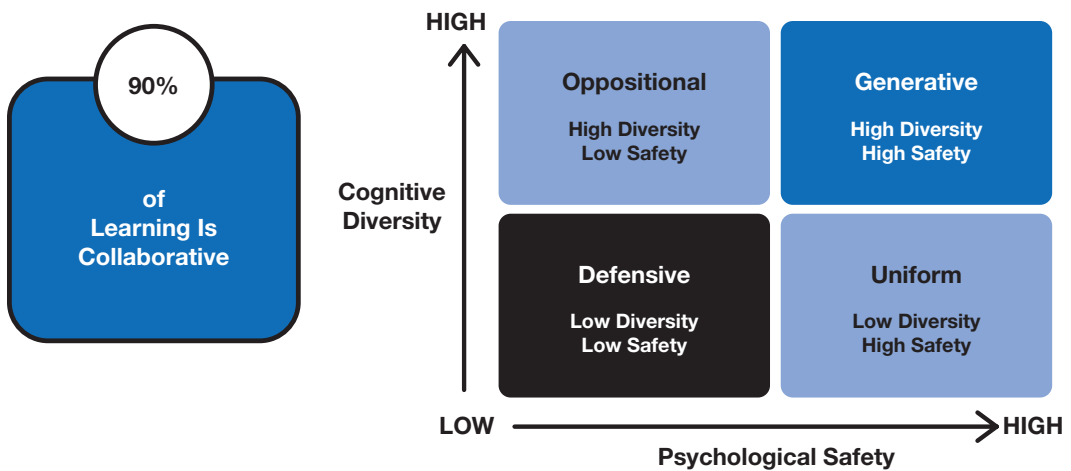


Figure 11.6: For Accelerated Learning, Seek Cognitive Diversity and Psychological Safety

Source: Alison Reynolds and David Lewis, Using the QI Index, from “The Two Traits of the Best Problem-Solving Teams” in the *Harvard Business Review*.

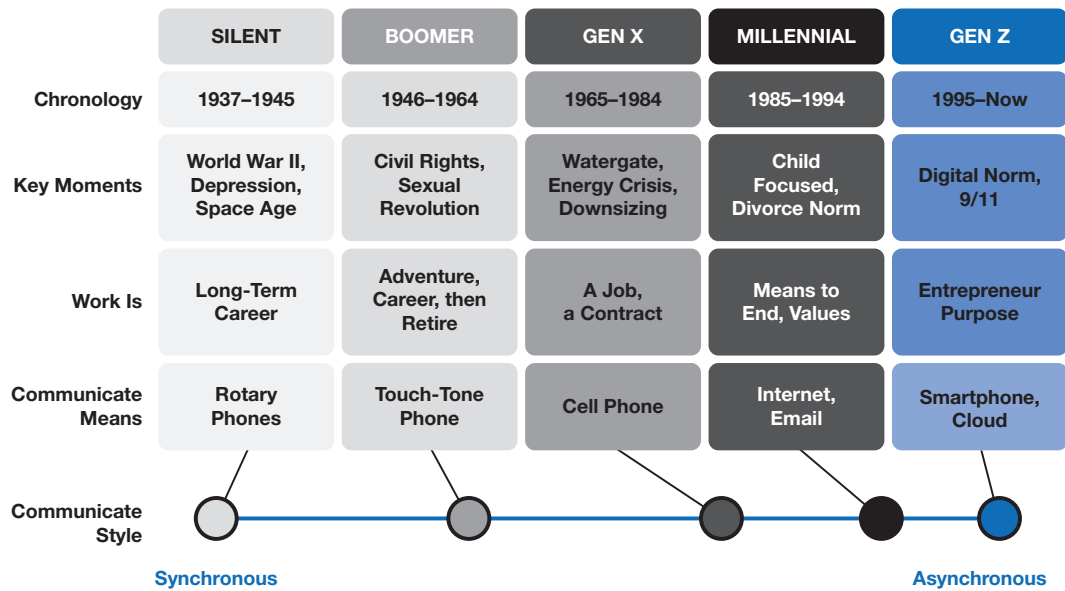


Figure 11.7: Five Generations in the Workforce