

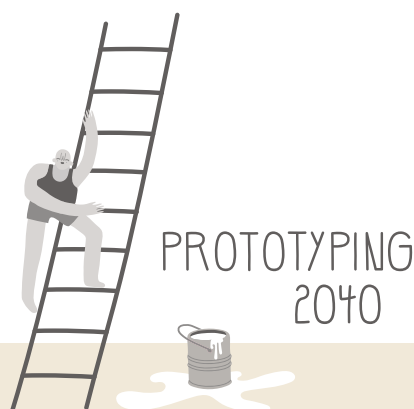
# Intro

Day after day the news has been changing our trusted reality context. Unsurprisingly, it is right now that all rulers, managers and leaders are being put to a real-life test. They will have to deal with increasingly volatile and less-than-obvious challenges. Uncertain changes are coming. No-one knows their consequences, but everyone will be affected. Business leaders have to change their way of thinking – this is no longer a goodwill gesture, but rather a new rule of the game. We live in a time of profound and accelerating change. Bridging and bringing together different opinions, voices and generational perspectives has never been more important for businesses, institutions and organisations. We are witnessing a paradigm change in the system.

Times like this attract panic, fake news, self-proclaimed experts and endless speculation. What will the world be like in 20 years? No-one knows, really. But this should not stop us from trying to guess. It is no longer sufficient to use the traditional methodology of observing and describing the world as it is. To truly understand the world, we need to reach beyond the classical scholarly instrumentation and add elements of irrationality, or creative intuition to look at what the world might become. A mixture of imagination and empirical data opens the perspective of new possibilities. As long as the imaginary component is not detached from contemporary science, the speculations will remain probable. Futures must be searched for in extremes, rather than in norms, at the far end of the horizon. Prepare for new times of never-normal.

And we need that awareness more than ever before. We need attentiveness and watchfulness to understand, but at the same time intuition to develop our own control panel. Or more poetically: we should all become sailors, to sail out into deep and unknown water with people we trust. The new leader of change should become a careful observer of what happens in reality and look far beyond the ship's deck. When you are out there in the ocean, you cannot just wait out the storm. You have to fight to survive! KPIs alone will send you to the deep. What you need is leadership skills with a unique set of KSIs – key survival indicators. As Peter Drucker put it: "The greatest danger in times of turbulence is not turbulence itself, but to act with yesterday's logic". The crew do not have to be the best, but they have to be trusted and have trust in you. Then they will not be afraid to take risks.

That said, understanding the complexity of turbulence is key in managing various ongoing transformations. It is also essential for leaders, as the implications on all stakeholders, including investors, clients, and your employees are critical. As a top executive, a leader, you will want to bring knowledge, ideas, and inspiration back to your team or clients to move your enterprise forward. Come up with actionable insights! Make a better future! And have fun!



## Zuzanna Skalska

Founding Partner 360Inspiration  
Co-Founder FutureS Thinking Group

## Rafał Kołodziej

Founder Greenhat Innovation  
Co-Founder FutureS Thinking Group