



Trailblazing with CorbettPrice Podcast - Episode 3

Transcription

INTRO: Welcome to Trailblazing with CorbettPrice, where we present new and fresh perspectives that challenge how you approach change to solve some of the biggest challenges faced by business and government leaders today.

Here's our host, Andy Corbett to introduce our third episode in our series on organisational health.

ANDY CORBETT: Hi, I'm Andy Corbett, Managing Director of CorbettPrice. Thank you once again for joining us on our podcast series on organisational health and the seven dimensions of wellness.

If you remember, in last week's episode, we spoke with Scott Johnston, the Deputy Secretary of Revenue NSW. We spoke to him all about organisational health, the second dimension on organisational agility and resilience. And Scott provided some extremely powerful insights on customer-centered design principles for flexibility and mobility, and also how to build agility and resilience into strategy, and how he himself empowers and unifies his team, especially in uncertain times.

When we look back at the past two episodes on both the physical operating environment and mental agility and resilience, there seems to be one consistent element across each of those dimensions, and that element is change. Change can be disruptive and slow. Adoption to change can be costly. The bottom line is that organisations need to be led by leaders who are confident in managing change and reinventing their organisation. Otherwise, performance will suffer.

This is the perfect introduction to today's episode on the third dimension of organisational health financial and performance health. And the crucial part of an organisation's financial and

performance health is the ability to make long term plans for the future. In fact, Scott touched on this last week about how his team set a ten year vision for Revenue NSW so in continuing times of uncertainty; leaders must shift from just tactical performance to adaptive performance.

And the Harvard Business Review defines adaptive performance as how well an organisation diverges from its strategy, requiring a more creative, innovative and collaborative approach. This contrasts with tactical performance, which HBR defines as how an organisation effectively sticks to its strategy and follows operating procedures closely.

So to help us explore what it means to be more adaptive in approaching the future, adopting technologies, and evolving how we think about long term planning today, we are joined by Dave Wild. Dave is a Futurist, Strategist and Provocateur with significant experience working for design, marketing and innovation consultancies. He has led workshops around the world in the US, New Zealand and Australia, and Dave works as a Futurist for Smith and Wild, which is an independent strategy and innovation consultancy that strives to help clients achieve more through greater imagination and accelerated action. He does this through people engagement and inspiration to drive action and results. As an experienced facilitator, Dave runs Futurist Hour, a complimentary webinar targeted at future focused leaders, which provides an energising and inspiring look at the future. Dave also runs expert coaching through his Future Work Leadership Development Program, teaching future of work skills. Dave, thank you very much for joining us today on the podcast.

DAVE WILD: Brilliant. Thanks, Andy. Great to be here.

ANDY CORBETT: Excellent. All right, so look, this question I've been meaning to ask you since we were able to get you on the podcast, I guess, how do you define yourself as a futurist? What does that mean?

DAVE WILD: Yes, what that means is that I equip people to explore the future.

ANDY CORBETT: Okay, and then in what way?

DAVE WILD: Now, you know that long pause we just had then, where for a moment you were thinking, oh, my gosh, have I got the worst podcast guest? Who's just going to give me a single sentence answer to a very complex, intriguing question that is a bit of a live demonstration as to what a Futurist does and my particular approach with it, because I already know my answer to what I think a Futurist does, but I don't know where you might take the conversation. And so that helps me to explore the future and. So what's running through your mind as I say that and then I'll build further from there?

ANDY CORBETT: Good question. I don't know. I'm still none the wiser. To be honest, Dave, I'm still keen to find out exactly what you mean by Futurist.

DAVE WILD: Excellent. Well, you see, you may think that you told me nothing there, but you just gave me a lot of richness. So you said you were none the wiser, which I now know that in that question you're looking for some wisdom about what a Futurist does. So let me now frame my answer with that context in mind, because it sort of helps us then to say, well, in times past,

because wisdom is often about times past. Let's go back to Futurists like Nostradamus. And what do people feel that they do? They felt that Nostradamus famously predicted the future, but if you dig into it, a lot of those things didn't come about or were phrased in very vague language that then enabled us to put interpretation into it. I'll now take the modern version of Nostradamus, and just this week I was running a workshop with a group of young leaders. It was actually a Youth Leadership Awards and these are sort of leaders in their early twenties. And as I was working with the room and walked past someone, someone paused me and he said to me so if you can't predict the future entirely, how do you explain the fact that The Simpsons always predicted things? Precisely. So if we think about the wisdom of a futurist from Nostradamus to The Simpsons, what's going on?

The key thing that Futurists do is that they make projections about the future. So there's a real difference between predictions and projections. Predictions that with accuracy. There is a single view of the future. There is a known state. But if you think about your own life can I just ask you this question, Andy, and you don't need to go into any detail at all. Has your life panned out exactly the way that you predicted it would?

ANDY CORBETT: Absolutely not. I have a sort of high level plan of what I would like and where I want to be, but it's very high level and yeah. There's no way I could have predicted the granularity of exactly what's happened and where I am today. No way.

DAVE WILD: Some of the greatest things that have happened to you been sort of unexpected pathways.

ANDY CORBETT: Yes, that's true, actually. That is true. I think you're right. When things are unplanned and a bit more spontaneous and a bit more unexpected, there's kind of sliding doors moments, if you like. They're almost like the ones which sort of stand out in terms of when I reflect on what's good and what's happening in my life.

DAVE WILD: Brilliant. Now we're getting closer and I suspect we'll take the entire podcast just to talk about what a futurist does, right? But this is exploring this territory. So if you think about this morning before joining this podcast, did you think to yourself, I know the one thing that's going to happen is within the first few minutes, the Futurist will have me talking about my own life and sharing sliding door moments that have had profound impact on the direction I go in?

If we now take what you've done and ladder that into an organisational sense, whether it's a government or a commercial organisation, we're now starting to understand the role of a Futurist. So you talked about having a high level plan, the ability to zoom up, to get out of the chaos of everything, and even though we can't predict everything precisely, we can have general intents and directions. But if you think about the ability to zoom up and to see the landscape and what might lie ahead and alternative pathways to follow, that's what a Futurist does.

Now, when I described what I do, I said that I equip people to explore the future. Now, that equip word is incredibly important because I'll do work, whether it's keynote speaking to an audience or facilitating a strategy discussion. But in those contexts, I will say to people, oh well and good to see the shifts and trends. And we were just talking to a client yesterday who was like, right, I need to

see the healthcare system and the trends and shifts that are happening for the team conference where we're coming together. And the point I'll make to people is it's all well and good to get up to date now, but when I walk out of the room as a Futurist, the future doesn't stop evolving and changing. So the third area, rather than just speaking and facilitating, but actually coaching people and giving people skills to enable them to see the future ahead of them. So for your listeners at the moment, if you don't know this already, you're a Futurist, just as Andy's a Futurist, I'm a Futurist. We're a group of Futurists here exploring and talking about the future, opening up new opportunities and new possibilities.

ANDY CORBETT: That's great. I guess when you say you equip people, I think people immediately jump to frameworks and methodologies and that kind of thing. But obviously there's more to it than that. What else would you be equipping them with apart from frameworks, methodologies and so forth? What kinds of skills are required for a person to become a Futurist?

DAVE WILD: Yeah, I think the most important skill is open mindedness, because one of the things that we coach people in is that the future is all around you. It's not often the distance. So if you think about the conversation I just mentioned before where someone was saying to me, can you come in and show the team the trends and the changes? The thing that the future is ahead of them. But we all operate on different timescales. So if you think, for example, about a teenager, are their habits the same as your habits? Who has a better view of the future? Who has more preconceived beliefs, like I should check an email inbox or cars should have steering wheels, and who might be more open to possibilities? Now, often the way that the next generation is working is like an early detection signal of the changes ahead.

And you mentioned before frameworks. And the work that we do is that we take complex frameworks and complex events and we codify them into single memorable statements and we call these mind leaps. So it's a leap in thinking because to this day, despite the number of frameworks I use and coach other people in, no one in strategic planning meeting I've ever observed, and I work with boards through the startups, through the governmental, no one's ever gone, really good question. I know I learned to framework once. Let me go and get my manual and look at that framework. And even though their manual is typically on their device, they don't dive into the device to look for a new framework. They just work with what's in their head. And that's what we do as human nature. So what we've identified is that you can take a shift in thinking, a leap, and you can codify it into a single memorable statement. And I'll give you one example of those. So I used one before, which is, notice the future is around you, but another one is to amplify hidden voices.

ANDY CORBETT: And what do you mean by that?

DAVE WILD: Yeah, well, I just amplified your voice. Then could you feel that long, uncomfortable pause? Maybe the listeners were even turning their volume up, going, can I not hear them? But what I'm doing is I'm role modeling for your listeners. The thing I love about the work that you do and these podcasts is it's giving people space to develop themselves. And one of the risks of being a professional speaker is you get quite good at speaking. So believe you me, I could have filled the space after that. But what all too often we do as leaders is we stand in front of the room or on the

call, and we talk at people. And that was never okay. But it was more okay in the past because the world was less complex.

So leaders could aim to be the smartest person in the room and to have all the answers. But the world is way more complex now. And so if I think again about the complexities of governmental organisations, which have to deal with so many stakeholders and their citizens, there's no way that my life experience and my understanding of what's right and wrong can reflect everyone else's. And if I put a question to the room. Who are the people, in your opinion, Andy, who would typically speak up?

ANDY CORBETT: Yeah, it would usually be... I was actually leading on to my next question was the sort of traditional way of thinking about strategy and discussing the future is with the leadership team. That's the traditional way of thinking. But you've mentioned previously that the importance of different perspectives and the complexities nowadays. And so I guess to answer your question, it would usually be the people that have relatively senior positions that would speak up in the room. And maybe the people that would perceive themselves to be relatively junior may stay quiet and think it's not their position or their role to speak up and talk about the future and talk about the strategy. Whereas I think really nowadays and what you're alluding to is it's important to get a full range of perspectives, regardless of what your position is in the organisation and also outside of the organisation as well. It's that whole 360 degree view of what the future could hold. Is that what you were suggesting before?

DAVE WILD: Well, here's the beautiful thing. I wasn't suggesting anything. So I was setting things up and then going, let's see where this conversation goes. Now, I'm a human being, so I can't help but have my own opinion. But if you think at a neurological level so when you listening to this podcast and when you're interacting with anything, neurotransmitters are firing in our brain and those signals are traveling across synaptic connections, which are like pathways, but what happens is they travel across well worn pathways.

So just like if you happen to commute from your work to home or go somewhere regularly, you think about the pathway that you take. There are multiple other ways that you could go, but you drop into a habit of following that pathway. And I'll give you one example. So you just talked about how we need to involve other people and go out wider. I don't think any of your listeners are not aware of that, but I suspect that almost all of them know it in theory, but then don't do it in practice. So again, you can see that with diversity, inclusion, there's plenty of people going into rooms and looking at presentations and being coached and trained in these things, but fundamentally, their habits don't shift. So this is why we use what are called mind leaps. And in our future workbook, we sort of detail how it all works. But one of the things I say to people, because often people will kind of go, they're recovering perfectionists and they go, I'm going to read the entire book.

And I literally had one client who was so amazing, who was in tears and said to the room, I haven't read a book in ten years, but I'm going to read this. And I loved his enthusiasm, but I kind of thought to myself, you may well not read all of it, but what I show people is that the chapter headings are these Codified Learnings? So there's a chapter heading that is just called Amplify

Hidden Voices. Now, it goes on to explain that if the answer seems obvious to you, it may well be that you're right, or it may well be that you're close to other possibilities. And what you actually need to do is to amplify the voices around you. And then it outlines different ways of doing it and takes people through three different stages and they're a reflection, a conversation and an action.

Because would sound that some people are really action oriented, right? They're like, how do I amplify these voices? I want to do it. Give me a technique. Other people are like, well, hang on, I got to get comfortable with this. And that's kind of like what we're doing here. I've got to have a conversation to understand why this is important and how it might work. And then other people are kind of like, hey, I'm more introverted, or maybe I'm quite stuck in my routines. I need to actually reflect on things. So one of the reflections I give people is, in a meeting, how often do you hear your own voice? And just that awareness to kind of go, I hear my voice quite a lot, or I don't hear my voice much at all. How might I shift that dynamic? Now? Can I share with you I can share with you a couple of stories that sort of bring that to life about different ways of doing it. If that's a useful pathway to follow?

ANDY CORBETT: That'd be good, actually. Dave yeah. Could you provide some examples of that?

DAVE WILD: One was I just worked with a group a couple of weeks ago looking at generative artificial intelligence, right? Now, I took people through a series of leading questions, and this was sort of a group of 50 tech focused people, so I knew they were relatively engaged in IT. And so I began with a question, and it was in person session, so I could just ask the room, do some data collection. And I said to a room full of people, how many of you have heard of ChatGPT?

Now, do you notice the way I'm doing my voice there? Like, at that point, people were going, oh, my God, who is this idiot? He calls himself a Futurist and he's not even sure if we've heard of this thing, right? And of course, everyone's hand went up. I then said to people, how many of you have used it? And about 90% of hands went up. I then said to people, now, one of the things that's going to be going on is there'll be a bit of social bias, because as I ask you to raise your hands, if you see more people's hands go up, you'll sort of put your hand up for the next question I'm about to ask you. I'm going to run a microphone over to someone who puts the hand up and I'm just going to get a little bit more clarification around it. I said, how many of you have used it in the past week?

Now, remember at the beginning of this session when you asked me, what does a Futurist do? And I said, I'm going to equip you to explore the future, and you being all of your listeners as well, can I ask you, when I ask people, how many people have used ChatGPT in the past week, what percentage of hands do you reckon might have gone up? Now, here's the key thing. I'm not looking for the right answer, right? This is another measure of society. We're both in different countries at the moment, so I start to get a bit of a sense of your world. So what do you reckon, Andy? Room full of 50 people, you say to them, how many of you have used ChatGPT in the past week? What percentage do you reckon I got?

ANDY CORBETT: I would say it was low, because you kind of alluded to the fact that you'd bring the microphone over to them to then speak up and amplify their voice and provide an example. And so I think when people are in their comfort zone and just raising their hand, they're happy to do so, and they've got the social bias and pressure to do that. But then as soon as they sort of feel like

they might need to speak up and they might feel a bit shy and not necessarily do that, So I'm guessing around 5% to 10% or maybe even lower than that.

DAVE WILD: Brilliant. You are now a qualified Futurist, so your prediction and your projection, about 10% of people, right. Now, can you see it in neurological level? I've already started to codify some of your thoughts because you just used the phrase hidden voices. You talked about amplifying voices was actually the phrase that you used. Now, this codifying, it's the classic thing of there was a quote by Pascal, a French mathematician, who once wrote, sorry I wrote such a long letter, I didn't have time to write a short one because we can use lots of words to express complex thoughts, but to bring it down to something clear and powerful takes time.

So when we talk about amplifying hidden voices, the word hidden is purposely highly emotionally loaded, right? So if a leader is now going, oh, people's voices are hidden and I need to amplify them. Now, I literally did this in this case, and I always do things in a nice way. I make it light and playful for the audience. But I followed through and I went, oh, I've spotted someone there. They had their hand up, their hand looked to be up relatively strong. They're diverse from the other people in the room. I'll run a microphone over to them and I just asked her, I said, oh, could you tell me what you've used ChatGPT for in the past week? She said, oh, well, I've actually just gone out on my own. She'd left a university and she was working within management at a university and she'd started up her own business. And she said, I used it to brainstorm, to come up with names for my company.

Now, my son, who's 22, happens to be a digital designer. So this is next generation stuff. But I know he's using generative AI as part of his brainstorming process, not to replace his own thinking, but to use it as starting points to push it in different directions. Because if you think of the way that generative AI works, it's a large language model and that collects other people's thoughts, looks for language patterns, and then sparks in new directions.

The next thing I said to the audience so I just want to check for your listeners here, so you might be kind of going, oh, I'm hearing about ChatGPT everywhere. I don't need to hear about this. Tell me something new. Let me show you how simple it is to look for new things. Remember, notice the future is all around you. Andy, I'm not going to ask you this question because it would be quite an unfair question, but I simply said to the room, so check GPT. Who's seen this before? All hands went up. I said, great, at your tables. What does GPT stand for? So can you see it's already become part of the language, but we don't pause to go GPT. What does it mean? What clues does that give me now? It's a generative pre-trained transformer. Pre-trained. That's why the earlier models weren't connected into the internet, because they were pre-trained and they could give me answers up to 2021. Gosh, we've been Googling for two decades now. This is a shift in the way that we access information and work with things. What can people do that machines can't do? So many things.

So if people are concerned about the singularity, when the machines become smarter than us, it's a long way off. The advocates of it shift it out by a few decades every now and then. But if you dig behind the scenes, I'll give you one example here Fei-Fei Li, who worked on Vision for Alphabet's smart driving technology, made a point once. They had made an incredible leap in their visual AI

work, and the machines were now able to recognise a cat, which sounds very simple, but it's not. Because if you think of all the different photos and different angles and see a bit of a tail and this cat and is it a cat? It's really complex.

At the time, she made the point that her young daughter had also learned to recognise a cat. But her young daughter was not about to take over the world because there were so many other things that people are capable of. So if you think of a Tally presence robot, right, they're not that advanced. But the ability of a person to walk around a room and can connect and get ideas, so this is where we can't get lost in the data. So I then applied that same technique. And prior to the event, I'd asked a 19 year old female, what do you see going on with AI at the moment? Now, do you noticed I wasn't doing a podcast interview with a Futurist. I wasn't looking at trend data. I wasn't asking a machine. I was just asking someone different to me for their perspective. And here's what she literally told me in a single sentence. And she said to me that she'd noticed that TikTokers are now gaslighting their AI's.

Now, for anyone who's joined this podcast going, I hope to hear from a Futurist. Think about that sentence. Would you have heard that sentence a decade ago, even five years ago, even a year ago? In a single sentence, the brain goes, TikTok is gaslighting their AI's. I could then go, oh, interesting. Tell me more about that, just as you're doing with our conversation here today, Andy highly leading question. Would you like me to share with you how to gaslight an AI and why that's of interest?

ANDY CORBETT: Yeah, absolutely. I'm sure all our listeners are wanting to find out as well.

DAVE WILD: Excellent. Now, here's the other thing I can do. As a Futurist, I can pause time and space. And I'll do this when I'm coach people in group settings because you got to do it in real life to make it happen. But if someone sort of does something that I kind of think, oh, there might be a better way of doing that, I'll just say to them, look, as a Futurist, I can pause time and space. No one else can hear me except for. Do you notice how this happened? Here's another way you could approach it. Let me rewind time. Don't worry, no one else can hear us. They won't remember we've done this already. And shall we repeat it? And it's amazing the way that the human brain works. It's like a movie. It just happily plays along with that.

So, Andy, would you be right if I just pause time at the moment? Definitely don't press stop on any recording. But your listeners can't hear me. It's just you and I talking. I'm about to share with you how to gaslight an AI. And then could you ask me something about performance measures within organisations? Because I think that'd be a really nice linkage. Does that set up sound okay to you?

ANDY CORBETT: Yeah, that's fine. So you want me to ask that question?

DAVE WILD: In a moment. Now, notice how your brain is going. What on earth is happening here? Is he asking me to say something that I'm then going to do work and edit out afterwards? No, this is adaptability. Your listeners brains are highly adaptable. The fact that they're connecting in with you and corporate price and the conversation that we're having here shows that they're future focused, that they're building high performing organisations so their brain can flex out this bit of conversation. It's almost like they got to hear behind the scenes to go on. Interview can be wandering, but it should also have this is your high level view, some key goals. And so I know one of

the things we're going to be chatting about in this is performance measures within organisations. Now, I've realized there's a strong linkage between gaslighting AI's, because here's how TikTok is. So people who are filming themselves and sharing short bites with other people about what they are doing here's the performance measure link. They will punch into an AI and notice how the language is their AI's. So there's a signal of the future moving from just being an AI to being my AI, like a personal assistant. They will punch into it.

Yeah, and we can come back to that as well, what artificial intelligence truly means. But what they do is they punch into their AI, what is two plus two? And the Machine answers four. They then gaslight it. So gaslighting is when you distort reality for someone, they then punch into it. No, it's not four. The answer is five, and the machine answers back, no, the correct answer is four. They then punch back into it. No, you are incorrect. Two plus two equals five. Now, can you see how trying to predict the future isn't all logical? You have to go, oh, yeah. Human beings play with things and they do things and they distort things. And actually, if the machines are being trained in that direction, where might that kind of take us? What might that mean?

Now, the key learning out of that, because too many closed minded people remember at the beginning, I said open minded was the most important thing, would just go, that's terrible, they shouldn't be doing that. But if you go, oh, the modern generation doesn't take everything a machine says as gospel. They play with the edges of it. You can then stretch it for yourself. So I can put into generative AI, please write me a detailed marketing plan. Right. I can then go, not quite as extreme as gaslighting, but I can say, Please write me a detailed marketing plan that is guaranteed to deliver results almost instantaneous, your sleeve for almost no work at all. I will get disclaimers about. You got to be careful of any plan that proclaims it will do that.

But here are some things to consider. And now it's stretching my thinking wider. Numbers like two plus two equaling five, are kind of performance measures. The work that we're all involved in from yourself and the work you lead to what I do to your listeners, is about helping organisations move forward and using numbers and measures to enable that. Now, this new generational trend and I'm just taking one example here of gaslighting AI's and playing with the fringes of things will probably have an impact on organisational measures and new ways of looking at things. So I can sort of draw some connections between those things. But before I do that, it'd be really good to amplify your voice with all your experience and knowledge in that area to frame it and maybe even give me a question out of that framing, and we'll see where that takes us.

ANDY CORBETT: Yeah, I think with sort of the performance side of things, what we find is a lot of people are measuring the wrong things or they're measuring too much. They're not really measuring the things that matter. And from the things that do matter, you kind of can distort, really, the data and not really interpret it in the right way to make it meaningful. So I guess I could see the link there, but yeah, I'm interested to understand what when you're talking about gaslighting AI and the link with performance indicators, I'm keen to get your take on that. And what's the link?

DAVE WILD: Yeah, I love that. I'll do something here and see if you can work out what's going on behind the scenes. I'm saying that to you as the listener, and then Andy might sort of frame what

he thinks might be happening. So if you kind of ask me if I'm thinking about what are the best measures for managing company performance, the way I would sort of say it is that if you're managing company performance effectively, well, it's going to require a comprehensive approach that integrates several important measures. Here are some of the most important ones, in my opinion. I think number one is key performance indicators. These are quantifiable measurements that reflect the critical success factors of an organisation. Another way to look at it would be number two, balance scorecard. This strategic planning and management system is used extensively in business and industry and government and nonprofit organisations. Now we also need to consider what I would label number three performance reviews. Regular employee performance reviews are vital. These should be formed.

Now, Andy, any idea as to what's going on behind the scenes? And I need to let your listeners know we're just doing an audio only podcast so Andy can't see what I'm up to. Any idea how I was sounding so knowledgeable?

ANDY CORBETT: You were just it's almost like you were reading a script just then.

DAVE WILD: Almost like I was reading a script. It now, again, I'm laying signals as we go. Who do you think might have written that script for me? Five minutes. True story before we began.

ANDY CORBETT: ChatGPT.

DAVE WILD: Yeah. Now, do not and this is talking to your listeners, do not get hung up on ChatGPT. It might be the equivalent of going, Alta Vista. People go, What's Alta Vista? Well, before there was Google, there were plenty of other search engines, right? So rise your mind above a brand and go, Generative artificial intelligence. Now, in the olden days, back in the year 2022, people might Google for information, or, I'm going to have a podcast interview, and the interviewer may ask me about performance measures. I must ensure across my wealth of knowledge and all of the books in my library and the work that I do, I sound like I'm referencing the correct ones. And so you might punch it in to Google and check some summaries.

But why not punch it into a large language model, generative AI and see what it generates? Now this is a critical point. Now I'm going to layer on this gaslighting and AI. So my question was what are the best measures for managing company performance? And by the way, I made sure I was putting it into ChatGPT Four, not the free ChatGPT 3.5 version because it's the next evolution of the model and it gave me a really detailed outline. I could have done the entire half hour conversation going through all eleven points, but what I knew is that would just give me known knowledge, right?

So one of the co-defined learnings we share with people is to evolve beyond best practice. Because so many people are fascinated with best practice, someone might be listening to this podcast going, I want to know the best practice of how to be a Futurist. The problem with best practice is typically about a decade out of date. Why? Someone has to invent a new way of doing something they then have to repeat that way. They then have to repeat it a few times to kind of go, hey, this seems like a really good practice. Then other people have to do it. You have to, at a minimum, triangulate the results and the governmental. You've got to go wider than that. Then you've got to

do a longitudinal study that can be quantified to go well worth. This is just about a moment in time. Or is it correlation or causation? So you do that study and you are but is that a reliable study? We need to publish that before it's published. It's got to be peer reviewed. This seems like it might be quite good. Now we need to train other people in it, oh, we've got to develop the training programs and how they're done. We're going to learn. And so before you know it, this new practice and best practice is great.

But it's not going to tell you about how to gaslight AI's and how that might be at the fringes of a new way of working. So in parallel, alongside business as usual, and we've all now learned this, you have to run business is unusual as a leader. You can almost think of it as you're leading two organisations. You're time shifting between the two because what's proven to work funds the future. Now, if I take that gaslighting AI, I shared it with these room of technology leaders and I said to them, what do you think that means about the way to experiment, interacting with AI?

People said, oh, well, we could question it more. I said, oh, that's really nice. I said, Sounds slightly timid compared to gaslighting. So what I'm trying to do is coach them to elevate their thinking further out. Someone said, oh, we could challenge it. It's going? Yeah. That's great. Like gaslight might be a bit too extreme. So the second question I put in the first question I put in was the very logical, what are the best measures for managing company performance? And I got an answer. I then said, what one measure can I use to ensure my organisation is incredibly successful? Can you see the difference in that question? Think of it like a bell curve. I'm pushing out to the extremes, not what measures, but one measure, not to be successful, but to ensure my organisation is incredibly successful. So, Andy, just to check the level of intrigue, are you curious as to what one measure can I use to ensure my organisation is incredibly successful? Useful?

ANDY CORBETT: I am, absolutely. Yeah, I was about to ask that question, believe it or not.

DAVE WILD: Brilliant. Well, I reckon this is a great point to say. Listeners, please tune in to the next episode where you will reveal what that is. Now, can you see what we're doing there? We're using these as innovation opportunities. So if I've got to do major systemic change, where I'm going to have other people involved and change, how do I get them emotionally engaged around in these things? AI, if people think so, if I was to ask your listeners, what does AI stand for? And we were doing this in a live chat, I know without even being a Futurist, I would get artificial intelligence flooding through. But the word artificial, we don't like artificial. It's fake. So if I say we're going to bring in AI artificial intelligence to improve the effectiveness of our organisation, people might nod their heads and go, that's excellent, but behind the scenes, just quietly try and erode the shift in change.

But if I say to them, by the way, AI doesn't stand for artificial intelligence, that's people versus robots. If I say that AI stands for augmented intelligence, that's people with machines to enable you to do more. So I use my human brain to go, what's an interesting question I can put in. What might the answer come back in this instance? The answer came back with customer satisfaction. And it then said to me, Customer satisfaction. We measured that by Net promoter score. I then used augmented intelligence and I just did this on the slide, just before this interview was beginning, and I simply said this Alexa, when was the Measure Net Promoter Score NPS first invented?

From wikipedia.org. Necromancer is an action game created by Bill Williams for the eleven eight stop. Now, what happens is people go, oh, the technology doesn't work right. You didn't get the correct answer. But I just go, no, I need to learn to ask the question better. This is augmented intelligence, learning to work with machines. So if I say, let's try it again, let's go. Hey, Alexa. The customer satisfaction measure of Net Promoter school, the bad world tour. Destination? Alexa Los Angeles. Now, Andy, can you see the uncertainty that was happening there?

Yeah, the discomfort with a room full of people. People would go, see, I proved that the technology didn't work, but on the third take, I would get it because I know I've got the answer before and you know when it was invented. Well, the machine told me in 2003. So that's a 20 year old measure. And I know, having read about the advancement of it and where things are heading to. So as we start to close it out, I ask the question another time. And case going back into ChatGPT and notice the change in my question. So before I said, what one measure can I use to ensure my organisation is incredibly successful? That feels like quite a narrow minded thinking of the past. So I now asked, what one measure can I use to ensure a prosperous future?

Now, whether I was asking that of a group of people or of machines or an interplay of both, it opens up new possibilities. And in this case, I then started to take the thinking around innovation and how we might change the way that we work, what it might mean for the planet and prosperity and future and where things head. It did bring up words like profitability and product and service differentiation, but it also talked about resilience and long term growth. But I never would have got there with a simple, closed minded question at the beginning if I hadn't have had this conversation with you.

So you began by asking, what does a Futurist do? And I said that I equip people to explore the future. The best way to predict the future is to be the people creating it. But you don't create it alone. So it's through conversation and exploration that collectively, together, we can create a greater future.

ANDY CORBETT: That's great. And I know we could actually talk about this all day, and we are rapidly running out of time. But before we go, I would like to ask you a question around your projection of the future. And you've talked about augmented intelligence and asking the right questions and being open minded and really sort of driving innovation as much as possible. Where do you see the future heading from your perspective as a Futurist?

DAVE WILD: In a group setting? You now know how I'd work. I go, that's a fascinating question, Andy. What are you kind of seeing? And then I'd pass it to someone else. And I'd pass it to someone else. Now, this doesn't mean I don't have an opinion. I'd be collecting additional input, and then I'd be framing it. But if I kind of take some of the things that have been looking at and some of the work that we're doing, the codified learning I'd share here is to look back, to see forward. So the future is unknown, but the path there is only a single pathway. This is where scenario planning comes into it. You can think of the future like a cone. The present is what it is. Right. That pathway that got us here is the singular pathway. Multiple choices could have been made. Multiple things could have happened. So as you look further out with scenario planning, you can go, well, what's a possible future? What could possibly happen? The machines could take over

the world. Yeah, that's possible. The machines could ensure a greater future by using them in smart ways to solve complex problems. Oh, that's also true. So we've got possible different scenarios. Then the next level up from there is you can kind of go, well, what's a plausible future? Okay. Is it plausible that the machines could destroy the world? Well, look back to see forward. Did we have technological inventions that could destroy the world? Nuclear power? Yes, that could have done and still could do. Or it can be slower and more widespread. Automobiles. Yes. That's both a great thing and could create problems. Yin and Yang. Right. So the next level then up from there is that you can go. Right. It's plausible what might be probable. And this is when you then start to look behind the scenes. So if I look at the people developing this technology, right, whether it's interacting with them personally or hunting out interviews and then going behind the scenes.

There are lots of beautiful marketing videos that have soundtracks playing behind them and great lighting of where people are going. We're going to develop this technology collectively, together, and it's for the good of humanity. But I've learned to pause and logically think about things. So when you go, the good of humanity, humanity is not a singular, and we have different beliefs around what is good and what is bad. Then when I look behind the scenes at what the developers are working on, I can see live demos with audiences where they're going. I've just instructed the AI to write a game for me, and I remember one where I saw two developers going, oh, we've written the game, and in this game, there's a stick figure here, and you've got to try and drop a rock on them. I thought, if the developers are having under the idea of dropping rocks on people, this could go in a bad direction. But at the same time, if I ask people who's the chief technology of Open, Chief technology Officer of OpenAI who developed ChatGPT, most people can't even answer that question. I can ask them who founded Apple, who co-founded Microsoft. They can tell me Steve Jobs and Bill Gates, but they can't tell me that Mira Murati is leading the development of this technology and she's thinking deeply and carefully around how these things might work. But if I look at recent interviews with her, she's going this complexity. So we're trying to work our way through around that.

So if you ask me for my opinion, knowing that Futurists don't make predictions but they make projections, I go, I believe we will have our own AI's now. Our own AI's. Your Google is kind of your Google if you look for it and stuff like that. So the technology will develop. It will be the equivalent of saying to someone, I just sent a fax. If someone said, I just researched all this stuff and wrote it all myself. But if someone says, I put this into the machine, it gave me a draft outline here. I then met with people, we've shaped it and we've changed it here. So it's going to be as profound as the internet that shift and change. And the people who will move ahead and will help society move ahead are the ones who choose to push it and work at the edges. I know I can get far deeper insights out of a search engine like Bing or Google by just putting in better search queries than most people do. It will be the same thing with AI.

So augmented intelligence is just going to be a part of life. The closing thought I'll give you around that is keep in mind the definition of artificial intelligence changes all the time. It is basically artificial intelligence is anything that can sync to a level that you normally only expect for people. So this year we're going through a profound oh my gosh. The machines can say stuff that only a person could. This is truly artificial intelligence. But I suspect that within a year and I'm already starting to have this phenomenon, you just kind of go, oh yeah, it used to be amazing. I could get

information from all around the world. Now I just accept it. It used to be amazing. I could put something into a machine and get words out of it. Now it's just part of everyday life. So that won't be considered highly artificial intelligence, but the next thing will be around that. Andy, I'll pass back

ANDY CORBETT: Thanks, Dave. That was great. I appreciate everything that you said today. It's very insightful. It's made me be a lot more open minded and really think through exactly how to perceive the future and how to work with others to sort of equip them to be thinking more as a Futurist as well. So I really appreciate everything that all your insights today as part of this podcast.

DAVE WILD: Brilliant. Amazing to be a part of exploring the future with you.

ANDY CORBETT: Excellent. Thanks, Dave.

DAVE WILD: Brilliant. Have a great one.

ANDY CORBETT: We hope you enjoyed listening to Dave Wild today and found his insights and approaches valuable. The transcript of this episode and our two previous episodes are available to download from our website. It's www.corbettprice.com.au/podcast

Dave's book, Futurework: A Guidebook for the Future of Work, is available on Amazon, and further information on the Futurist Hour Webinar and Future Work Leadership program is available on his website, which is www.dave-wild.com

Please tune in next week as we talk with Rodger Watson, who is the Founding Course Director of the Master of Creative Intelligence and Strategic Innovation at the University of Technology in Sydney. And Rodger will be here to talk to us about our next dimension of organisational health, which is all about the employee experience.