

# Glossary of the Future



The world of ideas is swirling ever faster and in such provocative directions. While there is *plenty* to sort through, the fun is in synthesizing all of this in order to see the connections, hunt for patterns and anticipate where things will go.

We're grateful to all of the inspiring people and events we've had the opportunity to learn from recently. In addition to leading forward-thinking strategic and event projects of our own, we've attended [TEDActive](#), [The Social Business Summit](#), the [UP](#) and [99%](#) conferences, [SXSW](#), [BRITE](#), [LOHAS](#), and [BlogWell](#). And continued our work producing [TEDxAustin](#).

Plenty of ideas have captured our attention and shifted our thinking and so, pulling out our "purple telescope", we're eager to share them here. Dig on in! We'd love to hear what you think.

- IDEAS WE LIKE
- IDEAS WE COINED
- CONNECT
- DECIDE
- WORK
- THINK
- GOOD

Social Business	ZMOT	Hyper-Specialization	Synthesists
Graphic Facilitation	ROWE	Co-working	Eudaimonic Happiness
Conscious Capitalism	Fourth Sector	Gamification	Collaborative "_____"
Twinsumer	Upcycling	Algoworld	Benevolent Branding
Dynamic Teams	Cultural Acupuncture	Informed Intuition	Translation Generation

## Social Business

*“The fundamental transformation in creating a living breathing company that connects, communicates and engages with its constituents.”*

—JEFF DACHIS



Image via Fast Company

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OUR FAVORITE SPEAKERS FROM THE EVENT  
[JP Rangaswami](#), Salesforce.com Chief Scientist  
[John Hagel](#), Deloitte Director  
[Shiv Shingh](#), PepsiCo Head of Digital

## Hyper-Specialization

*The accelerating shift toward sub-dividing knowledge work into ever smaller, more refined pieces, often to be handled discreetly and then reintegrated.*

As complexity grows and new tech tools emerge, the way we work is clearly changing. The [July/August issue of HBR](#) has a fascinating article describing the tremendous impact this will have on how many of us will choose our work, the systems supporting this shift (primarily in the marketplace but increasingly within organizations as well), the cost/time/breakthrough benefits this provides, and the need for entirely new skill sets this creates. And while we often think of this trend as it relates to tech/programming, the movement applies to a diverse range of industries - from science to law - with many more applications on the horizon. Have some thinking you'd like to outsource? Check out [Mechanical Turk](#) and [InnoCentive](#).



Photo from Flickr user Bo Backison

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As our clever friend [Sam Decker](#) has taught us, the future of marketing is not about how much money we can extract from each customer, but how much participation we can encourage. Why? Because it's clear that shoppers inform and make many of their decisions way before the actual purchase transaction – and then actively share their choice with others afterwards. This is happening across all categories.

Unfortunately, however, according to the [HBR](#), a majority of our marketing dollars are still spent driving traditional awareness and consideration rather than leveraging the huge impact gained by engaging in what we call Participatory Marketing – the creation of compelling tools that enable customers to share their stories and opinions (ratings, reviews, suggestions, photos, etc) about their purchases. While Google has coined ZMOT, [Josh Bernoff](#) and [Ted Schadler](#) from Forrester Research give a good overview of how powerful this shift has become in their new book, [Empowered](#).

## “Zero Moment of Truth” (ZMOT)



Image from Google

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The growing need for those of us with the desire and ability to absorb a wide range of new information to become the bridge builders between increasingly hyper-specialized thinkers.

The move toward greater specialization is creating a countertrend and need for broad thinkers who can connect the dots. Two smart fellows wrote an article in World Future Society magazine that has been ringing in our ears. They describe the perils of solely mastering narrow specialties and believe there will be a growing need for the folks that can bridge the gaps between these silos and better facilitate inter-disciplinary thinking. A recent report on [Future Work Skills](#) describes this as a need for “T” shaped skills – possessing both a vertical area of expertise and a horizontal ability to connect with others. We couldn’t agree more and recently gave a webinar on the topic. If you would like to hear more, let us know. [And be sure to check out the story that first inspired us.](#)

A

C

B

D

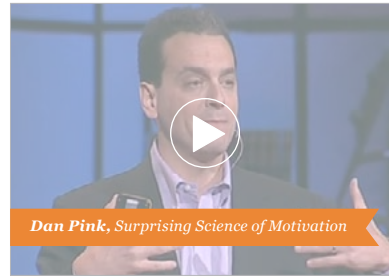
1. Connect A to B (connect with others)
2. Connect C to D (area of expertise)

ANSWER = “T” Thinkers

## ROWE

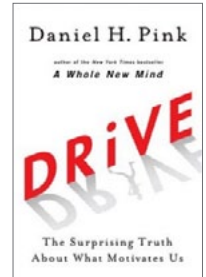
### “Results only work environment”

Introduced to us by [Dan Pink](#) in his 2010 TED talk and most recent book, [DRIVE](#), it’s curious we don’t hear more about how companies like Best Buy and Capital One are shifting the way we work.



Dan Pink, Surprising Science of Motivation

Video from TED



They are moving from environments driven by outdated industrial etiquette to those which recognize the lines between personal and professional time are completely blended. Therefore focusing on results delivered vs time cards (metaphorically speaking) punched. And leading to more innovative thinking.

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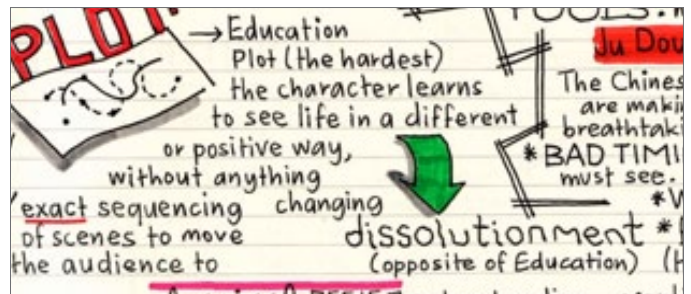
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Doodles by Sunni Brown



## Co-Working

Shared work environments catering to virtual, independent and/or micro-company knowledge workers.



Image via Center for Social Innovation

Walk in with your computer and a growing roster of brands are eager to provide an inspiring, affordable work space, T1 lines and an actual water cooler ready to spur spontaneous connections with like-minded folks -- among other community perks. Why? Well, as our work moves more virtual, distributed, and independent, it's clear that not all of us are eager to spend our days alone in our home offices or meeting associates in a noisy Starbucks. While co-working spaces have been popping up in hip urban centers for the last 10 years (mainly appealing to highly creative or technical tribes), the concept is catching on like wild fire. Expected to grow from around 800 today to over 2000 worldwide in a few short years, we are clearly at the front edge to what's to come – with so much room for innovation, inspiration and growth. Check out one of our Austin faves [here](#).

## Eudaimonic Happiness Wellbeing-ness

A deeper sense of happiness derived by a sense of purpose and mission as contrasted to hedonic pleasures that are ephemeral and need to quickly be replaced.



Amidst all the excitement about Happiness/Positive Psychology, this past spring the [WSJ ran an article](#) that examined what really drives “happiness” and concluded that living our lives with a clear sense of purpose brings a much greater sense of well-being (and better health) than when we satiate our appetites with short term pleasures. A wonky term, to be sure, but striving for Eudaimonic happiness is an idea worth spreading. And it seems UK Prime Minister David Cameron is a fan, too, as [Great Britain](#) has just completed what will be an on-going audit of the country's sense of well-being, designed to shift the cultural success yardstick all together. Bravo!



Images via Wall Street Journal



Photo via The University of Winchester

## Conscious Capitalism

A clear shift in business practices that calls for moving from maximizing shareholder interests to those that encompass all “stakeholders”.

As Harvard's [Umair Haque](#) explains it: “Conscious Capitalism represents a shift in strategy... rather than addressing the negative consequences of the current form of capitalism, people are now attempting to prevent them by inventing a new form of capitalism...” In recent years we have seen (and heard) quite a big shift in the discussion of business practices that focus on more than just the bottom line. Phrases like “triple bottom line” and “people, planet, profit” have become more mainstream thanks to the leadership from corporate giants like Wal-Mart and Whole Foods, who are proving these practices pay off. [B-Corps](#) is a community of “certified” businesses dedicated to these practices—not only paying mind to their cultural, environmental and socio-economic impact, but actively seeking solutions through their business model. The movement is fueled not only by increasing consumer demand, but also hard proof (ie. operational savings) that you can indeed make money by doing good. Looking for inspiration? Spend some time with: [Ray Anderson/Interface Carpets](#), [Sunny Vanderbeck](#) and events organized by [Conscious Capitalism.org](#).

## Fourth Sector



*A shift beyond the traditional three economic sectors (government, for-profit business and non-profit social enterprise) in which social purposes are integrated with business methods to create an emerging Fourth Sector.*

As values shift and new business practices take form, many emerging organizations are finding themselves somewhere in between these three traditional economic structures — balancing both social impact with some form of ROI. Hence the term “The Fourth Sector” which is fueled by trends such as conscious capitalism, micro-finance, patient capital and social entrepreneurship. Examples of these pioneering organizations include: social entrepreneurs, faith based businesses, blended value organizations, sustainable philanthropies, and others. However, as noted on [fourthsector.net](http://fourthsector.net), “a fully developed supportive ecosystem for Fourth Sector enterprises (legal structures, capital markets, technical assistance, etc.) is not yet in place.” *The New York Times* wrote a great article on the subject back in 2007.

## Gamification/ Game Theory

*The growing, often tech-enabled, opportunity to encourage desired behavior via a reward incentivized game.*

We mentioned Jesse Schell’s fascinating talk in our last report, and since then it seems this desire to apply a “game layer” is birthing ideas such as [Macon Money](#), a community-wide social game that supports local businesses and fosters personal connections in Macon, Georgia and [SCVNGR](#), a location based game with a series of fun “challenges.” Technologies like RFID tags and nano-sized chips that can be imbedded to collect information everywhere and anywhere are changing, um, the game. Expect ever more clever applications—some more serious, like using advanced auto technology to reward teen drivers who make safer turns—to others that just make life (and work) more fun. Here’s one that makes us smile: [Granada Dog Food](#), an interactive billboard that disperses dog food when a passerby checks in via Foursquare.



## Collaborative “ \_\_\_\_\_ ”

*Fill in the blank with any other word that makes you happy and you will be right on. Examples?*

**Collaborative Commerce**—the increasing need to involve/invite/incentivize our customers to be a part of the buying experience. A sector of social business, this is all about the opportunities created when our customers get to share in the process of promoting what we have to sell, soliciting others to help them make a more confident decision and potentially becoming distributors themselves.

**Collaborative Consumption**—the heck with buying, let’s all just share! This growing trend to “live lite” and share more is creating some unique new business ideas. We encourage you to read [What’s Mine is Y\(our\)s](#) for more inspiring information on why and how we will “purchase” differently. This trend is also fueling the evolution of several provocative payment/exchange markets. More on that one next time around.

**Collaborative Platforms**—created as loosely aligned but passion-fueled folks seek each other out in order to do work or solve a problem that is much greater than an individual or small group can do alone. Provocative examples: [Patientslikeme.com](#), and [GalaxyZoo](#). Each with the potential of creating “collaborative advantage” as [Common](#) (Alex Bogusky’s new brand) describes.

**Collaborative Enterprise**—an emerging organizational framework that aims to harness the innovative talents of knowledge workers in structured systems that “encourages people to continually apply their unique talents to group projects—and to become motivated by a collective mission, not just personal gain or the intrinsic pleasures of autonomous creativity”. According to a [recent HBR article](#), “a growing number of organizations—including IBM, Citibank, NASA, and Kaiser Permanente—are reaping the rewards of collaborative communities in the form of higher margins on knowledge-intensive work”. Doing so apparently has the potential of “reducing error rates by 75%... and achieving a 10% annual increase in productivity” while also “making products more innovative and technologically sophisticated”. Sweet!

## Twinsumer

*Seeking advice from consumers we don't know but who share our values and tastes.*

Taken straight from Trendwatching.com, this is such a handy way of describing the increasing faith we have in choices others have made or recommendations they share as we try to cope with information—and opportunity—overload. Built directly into interest-based communities such as **Afar Connect**, taking a short quiz (or giving access to your facebook profile) connects you instantly to the experiences and advice that are profiled just for you.

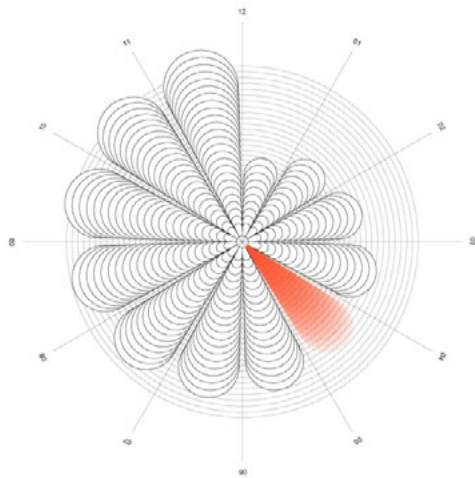


Image via Ray Ham

So this term is new on the horizon, but we expect it to catch on quickly. An “Algoworld expert”, Kevin Slavin spoke at last month’s TED Global conference in Edinburgh, Scotland and shared a daunting perspective on how deeply these mathematical sequences are invading our lives—from determining what movie we’ll enjoy on Netflix to the coded patterns that play the stock market (and, by the way, to the news that we each individually are fed). As we begin to better understand these complex relationships, expect terms like “cultural physics” to break into the mainstream. And consider that, as Kevin points out, it’s no longer just Humans vs Nature... but Humans vs Nature vs Algorithm! Yikes.

## Algoworld

*“The expanding space in our lives that’s determined and run by algorithms.”* —KEVIN SLAVIN

## Upcycling

*The brilliant way of describing the act of turning one person’s discard into another person’s treasured find.*



From buying used **jeans** to turning plastic bottles into **playground** surfaces, the idea is that we aren’t simply “re-cycling”, but rather we are extending the life cycle of the original object. Given the growing horror of **trash island** in the middle of the Pacific ocean, we especially love throwing this word around. And it fits in with a growing trend to reevaluate and more deeply consider our consumption overall.



Photos from Readymade, Ataahua, and Marfa Brand

## □ Benevolent Branding/ Branding 4.0



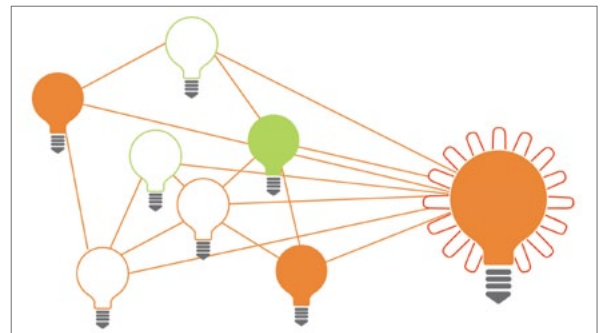
*An evolution in branding in which the focus is on solving a societal or cultural problem that is bigger than the immediate scope of the product or service itself.*

Sound audacious? Well, here's our logic: for years we've been talking about Values-centric branding (that which is rooted in the deepest beliefs of a company or organization) and it's exciting to see this idea catching on more broadly among all kinds of gurus and business advisors. And now, given an escalating consciousness, we believe there is an even more powerful branding upgrade ahead as the growing awareness of Need is prompting an equally encouraging response from those most resourced to make a difference: Business! And the conduit to delivering these solutions with integrity and passion is Brand; 4.0 Brands will create not just evangelists and advocates but will actually call to us at a deeper level and inspire us to do better, be more and contribute more generously as fellow tribesfolk. Classic examples are [Tom's shoes \(and glasses\)](#) and Pepsi's [Refresheverything.com](#). Even Coke has a new benevolent marketing idea: a [sustainable billboard](#) in the Philippines that actually cleans the air around it. We're eager to hear about more!

## □ Dynamic Teams

*Pulling together the best fitting talents on a project by project basis—regardless of location.*

Here's the scoop: folks always ask us who's a part of our company. We've found the best way to describe how we—and many other innovative companies such as [Co:](#) increasingly work these days—is by building alliances and collaborations with some of the smartest people (often specialists in a particular area or category: see "hyperspecialization" above). And as our lives increasingly extend online and we have new tools to collaborate with each other from all corners of the globe (see "Social Business"), it is easier than ever to find the best minds to accomplish a wide range of goals and objectives. This elasticity is a resource efficient way to manage the success of varying projects. It's making more nimble big corporations while allowing smaller organizations to focus on innovative thinking (vs heavy infrastructure). Interestingly, it seems employment law has some catching up to do in this area as IC's (independent contractors) become an increasingly important component of every business model.



[www.playbiginc.com](http://www.playbiginc.com)

*Our observation that cultural change is driven by seemingly small, seemingly unrelated points of impact that together contribute across a wide spectrum of experience to radiate new ideas and create a collective shift in what we believe and what we want.*

Consider ideas like "triple bottom line" and "slow food" – how did they find you? More specifically, consider the current gluten-free movement: we learned the perils of gluten over 11 years ago and since have consistently watched this understanding grow due to the work of "out there" alternative healthcare practitioners, celebrities like Jenny McCarthy, health bloggers + scientists, food manufacturers and critically important: moms!

Next up? The [health implications of your beauty and skin care products](#) (envision that what you put on your skin, your body "drinks"). And the [poison of sugar](#) – not just on weight and obesity, but its toxic effects on our blood chemistry and thus contribution to illnesses of all kinds. Yep, we suggest you hurry and slather on drug store lotion and down that secret bag of Sour Patch Straws while you can revel in the ignorance that will soon be shattered by a cultural acupuncturist who loves you.

## □ Cultural Acupuncture/Cultural Acupuncturist

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A

C

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D

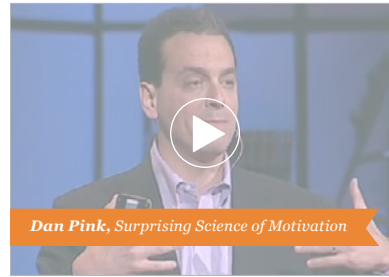
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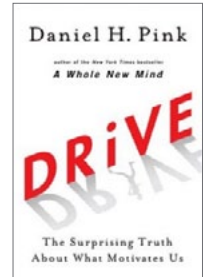
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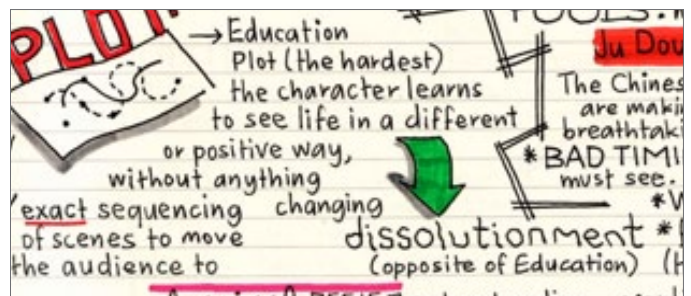
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