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The Future of Work – Gaining a Competitive Advantage in the Modern Landscape. In recent times, we have witnessed the biggest experiment in working practices and business realignment since the beginning of the information age, as working virtually has become the norm for millions of people. This enormous change in the way that enterprises operate has led to many organisations re-assessing much of what they assumed about their business practices and the efficiency of their workforces, questioning where investments should be made in the enterprise and how they measure productivity in circumstances that require adaptability and fresh thinking.

Most organisations with the capability to work remotely have learned – remarkably – that productivity remains the same or increases when employees are working from home. In this respect, technology and human ingenuity has created a new normal, one that is likely to impact the way we work and – crucially – where and how we work, for the foreseeable future. But there are also significant questions that need to be asked. How will our workplaces change and how will we use office space? How will teams maintain the sense of purpose and togetherness? How will new ways of working impact innovation and the generation of new ideas?

In this presentation, Greg will share insights and best practices for organisations to optimize this new way of working for maximum engagement and productivity. He will discuss:

- Which of the new working practices will stick – and which won't.
- Why purpose must be at the core of everything your organisation does.
- How to manage virtual teams.
- Why organisations need to press reset with their people.
- Why futureproofing your business is more important than ever.
- How to integrate increased automation within organisations.
- Maintaining culture in a tech-driven organisation.
- Moving KPIs from productivity to adaptability.
- Why speed and agility will be the hallmarks of successful enterprises.
- How to build resilience within the enterprise to prepare for future business disruption.
- How organisations should think about innovation as they look toward the future.
- What the workplace of the future looks like in the era of 'distributed work'

Successful Leadership in the Ever-Evolving Workplace. The evolving workplace presents managers with new challenges for building and maintaining successful teams. Decisions need to be made with urgency in order to adapt to current operating conditions. The choices of today will have an outsized impact on the business, so it's clear that organisations need leadership, not just management. This is because the disruption to business-as-usual also presents a significant opportunity for organisations to rethink their purpose and to shift priorities in order to adapt to new realities. Workers are open to this: a recent Ipsos Mori piece of research demonstrated that the majority of people trust the leaders of their companies more than their government.

In this presentation, Greg will discuss what he's learned from his conversations with several business leaders from across the globe. Having interviewed leaders in a variety of industries – from technology (including [Microsoft CEO Satya Nadella](#)) to financial services, healthcare to retail in territories across the globe – Greg shares learnings and best practices that can be applied to any organisation preparing itself for what's next. Topics covered will include:

- Why the ability to adapt and pivot will be a key strategic advantage.
- Leading and communicating with distributed workforces.
- The expectations workforces have of leadership.
- How principles and values will replace hard objectives.
- Why trust, empathy, and agility will be the most powerful currencies for successful leaders.
- How leaders can best position teams to drive innovation in the new era of work.
- Driving cultural change through collaboration and technology adoption.
- Why now is the time to launch new products and services.

The Technology Trends Disrupting Your Business & How To Flourish In The Digital Age. If your organisation hasn't been disrupted yet, it's only a matter of time before someone rethinks your business. From commerce to banking, energy to automotive, finance to travel, every vertical has changed beyond recognition over the past decade. Greg argues that the pace of change will accelerate even further in the coming years as technology and data are used in unprecedented ways and that the only way to thrive in this dynamic environment is to embrace change.

In this fascinating talk, Greg looks at the key trends in technology, science, and ideas that every organisation needs to know about, from artificial intelligence (AI) to virtual reality (VR), the rise of the millennials to how every organisation is now a software business, why external data offers unparalleled opportunities for enterprise, why the blockchain could be as powerful as the internet, to the end of 'top down' businesses and the rise of mission-driven enterprises. This is a talk that is guaranteed to enable organisations to prepare for the future and to make the most of emerging opportunities.

Cyber Security & Emerging Threats. Today, every organisation is in the software business—this means great opportunities, but also significant vulnerabilities as the more connections there are on the network, the more chances there are for the bad guys. Digital ubiquity has left us vulnerable, whether that's personal (one study suggested that there were 885 million data breaches in the US in 2019), societal—such as the power grid being compromised—or our civic institutions coming under attack from state actors. Technology offers us not only the opportunity to tackle some of the greatest challenges known to man, it also means we are subject to significant, emerging threats—the dangers are many and significant and will only increase as nascent technologies such as wearables and the internet of things become mainstream. In this arresting talk, Greg—who curates WIRED's highly-respected Security conference—examines emerging threats from hackers, criminals and foreign actors and defines the hazards of the future – from biology to satellites – that every individual and organization needs to be aware of.

The World is Spiky, Not Flat: How Geography, Politics and Technology Will Shape the Future. The digitisation of economies famously brought about the idea that you could hire someone in Iceland to look after your computing stack, run your business through an Estonian identity, outsource back office operations to India and manufacture your products in a Chinese factory you've never visited. The world, it was said, was levelling up and flattening out. While, to some degree, this remains true, 15 years after the publication of Thomas Friedman's *The World is Flat*, the fracturing of the US-China relationship, the rise of populism in Europe, Brexit, a nationalist India and Russia potentially decoupling itself from the global network could lead to a fracturing of the internet. We think of the internet as a monolith – but it's actually a tangle of systems, protocols, standards, hardware and organisations, a group of entities that are all being influenced by a fractious operating environment.

Similarly, global organisations are now being impacted by events on the other side of the world: hardware manufacturers revised their forecasts after the outbreak of coronavirus in China, the territory where their goods are manufactured. Following the devastating fires in Australia, institutional investors – under pressure to decarbonise their portfolios – have examined their relationships with European software manufacturers powering Australian coal mining operators. Geography now matters more than it has since the digital era began.

With the US boycotting Huawei technology and banning the Chinese social platform Tik Tok from government-issue phones, the ramping up of regulation from Brussels and Berlin, increasing incidents of governments requesting that user data must be stored on local servers and the UK leaving the EU, technology and geopolitics are increasingly intertwined. The UK government's decision to make Huawei part of the UK's 5G network has become a source of tension between London and Washington, a relationship already tested by the latter's announcement that it would introduce a digital services tax that will impact US technology companies. Information warfare practiced by rogue states, facial recognition technology, the introduction of digital currencies such as Libra – which could undermine central banks – and issues such as privacy, anti-trust, and the ethics needed to safely implement artificial intelligence, all require international cooperation, policy alignment and cross-border governance. In this timely and compelling talk, Greg demonstrates that technology, politics and international affairs are now intertwined as never before and that how this plays out will shape economies and geopolitical alignment for years to come.

Your Corporate Social Responsibility Program Isn't Enough: Why Today's Organisations Will Succeed by Becoming Purpose Driven. Today's decision makers must shift from focussing on shareholders to having purpose at their core. "Today's culture of quarterly earnings hysteria is totally contrary to the long-term approach we need." This isn't a quote from an idealistic politician, it's the words of Larry Fink, the CEO of BlackRock, the world's largest investor with \$4.6 trillion in assets. Fink's words echo a significant new trend in business—the move from organisations needing to be driven by more than just the pursuit of profit in order to achieve success. A significant number and range of businesses—from start-ups like Warby Parker, to multinationals such as Unilever—are embracing the idea that being 'mission-driven' will be a necessity for forward-thinking organisations.

Over the past two years different factors have combined that fundamentally challenge the idea of what large companies do. The climate crisis, MeToo movement, increased awareness of income inequality and an

understanding that diversity and inclusion are not just an item for the corporate social responsibility (CSR) checklist have combined to fundamentally realign the fundamentals of large organisations around new sets of values beyond fiduciary duty to shareholders.

In August last year, Business Roundtable – a DC-based industry group whose members include the CEOs of the largest companies in the US – released a statement with a renewed mission, one that put customers and employees before shareholders and pledged commitment to diversity and inclusion.

2019 also marked increased activity from employees of large tech companies worried about the ethical implications of their technology and the inaction of the boards to take a meaningful stand on issues such as climate change. Some organisations such as Microsoft, have made bold commitments, believing that this isn't just about ethics, it offers competitive advantage. Meanwhile, the B Corp movement – companies that seek profit but are certified to environmental and social-impact standards – continue to grow and demonstrate that having purpose at their core and clear environmental, social and governance can help drive growth, increase employee engagement and make organisations attractive to investors.

This trend will only accelerate, with institutional investors being put under pressure to ensure that they are decarbonising their portfolio, smart employers changing mindset to view employee welfare as an investment rather than a cost, consumers abandoning brands that take a stand on issues such as the environment, diversity and ethical practices in the marketplace. 2020 marks what the UN has described as the "decade for delivery" for its sustainable delivery goals, meaning that we will see a shift from light-touch CSR not just because it's the right thing to do, but because it will be the key to growing market share and profitability and winning the war for young talent. In this engrossing and powerful presentation Greg examines this accelerating trend and offers insights into organisations that are implementing long-term thinking, establishing meaningful goals and pursuing positive change.

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