# Managing the Future: The Way Ahead

## Download *IESE Insight* magazine (Issue 12, Q1 2012) on Managing the Future.




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What you need to know *today* to lead the charge into *tomorrow*, with boldness and vision, so you can stop worrying about the future and start preparing for it instead.

- **Adrian Done** presents practical tools for plotting the major threats and maximizing

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the significant opportunities that are likely to have a direct bearing on your and your company's future wellbeing and prosperity.

- **Ian Goldin** (Oxford Martin School) suggests the first steps you need to take to improve the mitigation and management of systemic risks.
- **Devin Fidler** and **Marina Gorbis** (Institute for the Future) explore the implications of current societal changes, and they list 10 specific new skills that can help workers achieve success in the next decade.
- **Mike Rosenberg** sets out a simple seven-step scenario-planning process, which managers can use in a workshop. His article includes an interview with Angela Wilkinson, who spent a decade as a leading member of Shell's global scenario team.

Elsewhere in this magazine:

- **Beatriz Muñoz-Seca** proposes the Service Activity Sequence, an operational framework for arts and cultural institutions to create richer customer service experiences.
- **Jaume Ribera** and **Cristina Castillo** (CEIBS) recommend ways to enhance efficiency in the China/Europe supply chain to reap the rewards without the headaches.

Plus: Starbucks' **Howard Schultz** tells us how to perk up a premium brand with a social conscience.

Our case study considers what happens when **a volcano literally casts a cloud over your distribution**.

And finally, **Lee Brown**'s story of how he transformed the New York City Police Department reveals useful lessons for uncuffing organizational change.

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