

## Adaptive Leadership

### Lesson 8-7: Adaptive Challenge – Future Issues

#### Discussion Guide – Confidentiality Reminder

#### One Word Check-in

#### Update – Personal, Business, Leadership

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*“A prudent person foresees danger and takes precautions. The simpleton goes blindly on and suffers the consequences.”*  
Proverbs 22:3 (NLT)

**Many businesses assume they can continue operating as they have in the past, but this mindset fails to consider the future with discernment and realism.** Change is constant, and every business must continually assess how to be proactive rather than reactive. The purpose of this lesson is for your group to identify potential future issues in your own organization that should be addressed. You will learn that others are concerned with the same issues.

**We asked all business leaders, “What are the most significant business issues coming in the next three to five years that business leaders are ignoring?”** Below is a summary of their answers (see page two for full summary of issues). This lesson provides a broader perspective of potential changes identified in Lesson 8-6.

**Every person interviewed identified artificial intelligence (AI) as the most significant issue businesses will face in the next three to five years.** AI is set to impact every person and business significantly, and its influence will only grow. AI is currently utilized across industries, and its influence and sophistication is increasing. Many experts predict that AI will be a billion times smarter than humans within the next 20 years. It is crucial for companies and their leaders to be adaptable and open to change. Those who resist will eventually become irrelevant. See page two for more discussion on AI.

**The second issue identified was people issues and difficulties collaborating effectively with others.** Everyone has unique personalities, values, priorities, levels of commitment, and work capacities.

**Finally, business issues identified were geopolitical "Black Swan" events, meaning they are unpredictable and challenging to foresee.** Currently, tensions between the U.S. and China and between Russia, Europe, and the U.S. are notable examples. Conflicts like these have the potential to escalate into global crises.

**Issue sharing.** Each person in the group should take one minute to share a future significant concern for their business that needs to be addressed. Next, the group selects one issue to explore further. The group should ask detailed questions to learn as much as possible about the concern. Once thoroughly understood, each participant should share the process they would follow to solve the problem. This should take from 15 to 30 minutes total. After addressing one issue, please repeat the process with another issue. The person selected to present their issue should complete the following:

- The issue/opportunity is \_\_\_.
- It is important because \_\_\_.
- My goal is \_\_\_.
- Relevant background is \_\_\_.
- My ideal outcome is \_\_\_.

Group questions should begin with what, why, when who or how. Examples are:

- Why do you believe \_\_\_?
- Why is this a big problem?
- How have you or others tried to solve this previously?
- What are your goals?
- Tell us about your \_\_\_\_.
- What are positive and negative impacts?
- How are you prepared or not prepared?
- How are you addressing the issue today?
- What happens if you do nothing?

#### **Shared Experiences:**

- What have you learned about your own issues through this discussion?
- What is the most significant future issue that your organization faces?

**Bottom line:** Wisdom and discernment are essential as we attempt to understand issues that are looming in the future of our businesses. Ultimately, change is required of every leader and organization. If we do not change and adapt, leaders will fail and those organizations will cease to exist.

**Dig Deeper**

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**Want to learn more?**

- **Book:** [The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World](#) by Heifetz, Grashow and Linsky, published by Harvard Business Press. This is an excellent book.
- **Video:** [Nvidia CEO Jensen Huang and the \\$2 trillion company powering today's AI](#) interview by CBS 60 Minutes. This is the creator of the chips that are being used in AI.
- **Video:** [AI will take your job](#) by Mark Cuban, Bloomberg interview of Mark Cuban presented by UBI Works. This is an excellent video.
- **Video:** [Andrew Ng on AI's Potential Effect on the Labor Force](#) published by WSJ
- **Video:** [About 50% Of Jobs Will Be Displaced By AI Within 3 Years](#) comments by Kai-FU Lee .The Beijing startup founder is introducing its first AI application for consumers, a step aimed at helping China capitalize on the promising technology.
- **Video:** ["Godfather of AI"](#) Geoffrey Hinton: The 60 Minutes Interview. He shares his thoughts on AI's benefits and dangers with Scott Pelley. This is a scary video.
- **Book:** [Scary Smart: The Future of Artificial Intelligence and How You Can Save Our World](#) by Mo Gawdat former chief business officer of Google [X], which is a Google semi-secret research and development facility and organization.
- **Article:** [The Ethics of AI: How Far Is Too Far?](#) by Barna Group
- **Article:** [15 Amazing Real-World Applications Of AI Everyone Should Know About](#) by Bernard Marr writing in Forbes.com

**Discussion on AI continued**

While many are familiar with the term AI, in-depth knowledge is often lacking. AI is already part of our daily lives through tools like Siri and Alexa, which assist us with various tasks. Virtual chatbots, which are not perfect, are another common example of AI in action.

The launch of [ChatGPT](#) by OpenAI on November 30, 2022, marked a significant advancement in AI accessibility. This "large language model" is designed to understand, generate, and manipulate human language. If you haven't tried it yet, we highly recommend experimenting with it to see how you might leverage this powerful technology. In fact, ChatGPT has been instrumental in researching and assisting with writing these lessons.

For more information, watch the five referenced videos to inspire new ways of thinking about AI.

**In review: Interview question summary**

As first referenced in Lesson 8-1, below is the full summary of the most consistent answers to the question, "What are the most significant business issues coming in the next three to five years that business leaders are ignoring?"

- *Artificial intelligence (AI):* will change every business, organization and educational institution
- *People issues:* all issues identified in the previous lesson plus developing leaders, inability to communicate effectively
- *Business issues:* geopolitical issues, high level of debt (global, U.S., and personal), inflation, potential housing market decline