

*'Both eye-opening and educative, yet fiercely practical.  
No one in business should be without it.'*

ROD BANNER, ENTREPRENEUR, BOARD MEMBER AND INVESTOR



# FUTUREPROOF

HOW TO GET YOUR BUSINESS  
READY FOR THE NEXT  
**DISRUPTION**

MINTER DIAL AND CALEB STORKEY



PUBLISHING  
FINANCIAL TIMES

# Praise for *Futureproof*

‘The opposite of future shock is future proof. Either sit still or move! It’s the latter that Dial and Storkey have outlined for you here. Adapt or die!’

**Brian Solis, best-selling author, award-winning digital analyst, futurist and human**

‘In *Futureproof*, Caleb and Minter have shown why they have become key persons of influence in the world of new tech and business leadership. This book is a must-read for any entrepreneur or business executive who needs to figure out how to deal with the avalanche of new tech opportunities. *Futureproof* will definitely help you alter and adapt your mindset.’

**Daniel Priestley, Entrepreneur; Co-Founder, Dent Global; best-selling author**

‘I live by a quote that I once picked up from Tom Peters. The quote is from General Eric Shinseki who said: “If you don’t like change, you’re going to like irrelevance even less”. Disruption affects everyone. B2B, B2C, small, medium and large organisations. Even those who are the disruptors are now being disrupted. What’s a brand to do? Thankfully, Minter Dial and Caleb Storkey have the answer. *Futureproof* does exactly what the title states. Be ready or be disrupted.’

**Mitch Joel, President, Mirum; author, *Six Pixels of Separation* and *CTRL ALT Delete***

‘After many decades of companies forcing mediocre products and services upon consumers who had very little choice, we’re now in an era where buyers are in charge because of

execution, a mediocre idea can work. In other words, execution is entirely strategic.

■ With poor execution, even a great idea  
■ will fold. With good execution, a  
■ mediocre idea can work. In other words,  
■ execution is entirely strategic.

Are roles and responsibilities clear? As we mentioned in Mindset 2, responsibility is a key ingredient to taking on these disruptive forces. If roles and responsibilities are vaguely defined, the net effect will be, at best, confusing, and at worst, completely counterproductive. With the collaborative mindset, there is a tendency to operate with ‘openness’ and sometimes amorphous groups (such as with OuiShare 26). As a result, accountability can be more difficult to gauge and monitor.

Part of the collaborative mindset is also volunteering information, *especially* when it is relevant to others. One should evaluate how well and at what times the project has been communicated to other parts of the business. At least at the outset, this can be on a need-to-know basis. However, one ought to try to avoid opacity, where those working on the project sense others around them will misunderstand their activity. Each person should be encouraged to ‘share’ appropriately the project with those around them. As with the complication of having a watertight approach to cyber security (Force 4), when information is kept too close to the chest, it is not an environment favourable for collaboration.

During the execution phase, therefore, it will be important to allow the team to proceed without being held back by bureaucratic policies, controlling individuals, or excessive demands on their time in other areas of the business. If a boss commits with his or her word, the best way forward is to

follow through. We like to insist on saying upfront what you are up to and then delivering on what you say you are going to do. That is the cornerstone of a proper execution.

We live and work in fast-moving environments. As a result, even the best laid plans can be undermined by changes with competitors, new legislation, or other external forces. As part of any experimentation, learning is as important as the results. In this case, some may argue learning is more important. As part of a fluid and developing organisation, the key will be having the compassion and flexibility to adapt and improve, especially when errors are made.

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### A slice of PIE

#### Personal

1. How are you demonstrating or modelling the behaviour you want to see happen in terms of sharing, openness to new ideas and fluid communication?
2. Attend a conference, such as the OuiShare Festival<sup>27</sup> to understand better and imitate the collaborative mindset that reigns.
3. If you have not explored areas of the Collaborative Economy, spend a weekend in an Airbnb, rent a Zipcar or try Uber. Experience first hand the 'spirit' when both client and supplier are rating one another.



**Internal**

1. What mixture of talents and/or resources will be needed to deliver the best performance?
2. To what extent is expertise and knowledge grouped together and shared throughout the organisation?
3. How will the learnings from tests and experiments be shared and embedded back into the business or the next initiative?

**External**

1. Look to build bridges with third-party suppliers, distributors and independent influencers to create open and transparent partnerships.
2. Invite customer feedback and criticism. View it as a gift.
3. Publish your mission statement and hold yourselves accountable every day.

# Part 2

## The forces

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# 1

## The web

What's so important about social media, eCommerce, eLearning and peer-to-peer?

**The web is more a social creation than a technical one. I designed it for a social effect — to help people work together — and not as a technical toy.<sup>1</sup>**

*Tim Berners-Lee*

Accessing the internet was once laborious. The experience started with dialling in through a modem and hearing the famous ping pong ping sounds. Many minutes later, a browser loaded up, then the destination of the hyper-linked document needed to be typed. This is far distant from today's experience. Now, we get irritated by a website that makes us wait two seconds to load.

The world is increasingly measured in milliseconds, especially on the web. We live in fast times with ever increasing expectations. In this need for speed, we expect immediate access to information and rapid responses to requests. Development lead times and product life cycles have shrunk; the way we work, learn, communicate and sell continue to need dramatic readjustment.