

Insights from Deloitte's Center for the Edge

Recent news from the Edge



Shift Index 2013: Individuals are harnessing technology; institutions are falling behind

We all know that the world we live and work in is changing. At Center for the Edge, we track the long-term trends driven by changes in public policy and the exponential rate of change in the digital infrastructure and compile them in our annual Shift Index. Our 2013 findings indicate that, while individuals embrace new technologies and practices in their personal lives, outdated institutional structures and practices continue to inhibit the use of technology to amplify flows of knowledge, limiting learning and performance improvement in the workplace.

For the 2013 edition, we've broken the Shift Index into five relevant, concise, and thought-provoking reports to help executives translate this research into action. Make workers more passionate. Make sense of the changing business environment. Find opportunities by embracing contradictions.

The first two papers in this series – *Unlocking the Passion of the Explorer* and *From Exponential Technologies to Exponential Innovation* – seem to have touched a nerve, garnering media attention and sparking rich conversation in the short time since their release. These topics transcend industries and are increasingly relevant.



Unlocking the Passion of the Explorer

Did you know that the average useful life of most skills is declining? Times of great and constant change require companies to be flexible and to grow stronger. **In this paper**, we explore how organizations can cultivate and engage the right dispositions and talent to learn continuously and embrace challenges. Based on the results of our survey of 3,000 U.S. workers, we explore the prevalence of Questing, Connecting, and Commitment to Domain behaviors in the U.S. workforce and the aspects of the work environment that either elicit or discourage these valuable dispositions. [View video.](#)



From exponential technologies to exponential innovation

Exponential advances in core digital technologies are enabling innovators to rapidly build upon other innovations, setting off disruptions in every aspect of business irrespective of industry. This pace of technological advance is unprecedented – it also is not stabilizing. **In this paper**, we consider the opportunities and risks inherent in these dramatic changes. Drawing on examples from Tesla to Autodesk, life sciences to financial services, we'll show you why a "wait-and-see" approach is not an option. [View infographic.](#)

View these **reports** and check for the coming releases – including Firm Performance, World of Contradictions, and Prescriptions for the Firm.

Upcoming speaking engagements – John Hagel, Deloitte Consulting LLP

- October, 22: Napa, CA Google ThinkCloud
- November 4: Westlake, TX: Deloitte University, CIO Next Gen Academy
- November 14 – 15: Vienna, Australia: 5th Global Drucker Forum
- November 16: Budapest, Hungary: Singularity University Summit Europe
- November 18 – 21: Amsterdam, Netherlands: Center for the Edge launch events

More views from the Edge

- **Four ways social data can generate business value:** Firms are missing a significant opportunity to use social data to gain intimate and real-time knowledge about what is going on within, not just outside, the organization.
- **Three Lessons about Talent from Tibetan Buddhist Monks:** Whether in business, extreme sports, online gaming, or other fields, there are patterns to how individuals organize for mutual learning and achieve higher levels of performance.
- **When the Professor Works at Google:** Singularity University's extended faculty model is based on the imperative for continuous, lifelong learning and allows it to achieve greater impact and reach. Other organizations can do the same by creating ecosystems of partners, vendors, and customers.
- **What the Sharing Economy Means for Business:** "Collaborative consumption" is gaining traction among customers and finally attracting the attention of regulators and entrenched incumbents.
- **As the Maker Movement Surges, So Do "Stories" of Creation:** Shared work spaces enable serendipitous connections, learning, and collaboration, and reflect the basic human desire to participate in the creation of something. Institutions of all sizes need to find ways to tap into and foster this creative instinct, for the health of their employees and their business.
- **How Businesses Build Around Innovation:** How can institutions adapt to exponential technology change and reorganize themselves for "scalable learning" rather than "scalable efficiency?"
- **Take Social Collaboration To Next Level:** With technology changing almost daily and increasing pressure to perform, success – for the individual or the organization – will depend upon the ability to amplify learning and accelerate performance improvement within large, diverse ecosystems. "Creation spaces" can help.
- **HR Times Blog: How HR Can Use Work Environment Redesign to Cultivate Worker Passion and Solve Business Challenges:** For sustained extreme performance improvement, employee engagement isn't enough. HR business partners need new solutions for how they attract, hire, and develop talent.

Learn more about **Deloitte's Center for the Edge**.

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30 Rockefeller Plaza
New York, NY 10112-0015
United States



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