

Insights from Deloitte's Center for the Edge

Recent news from the Edge

Center for the Edge goes global!

The fundamental shifts we see in the business environment aren't limited to the US – the underlying trends and their impacts are global, albeit with differences in the rate of change, the degree of impact, and what disruption looks like. While the focus of the Shift Index is US companies, our Deloitte colleagues are taking these concepts and uncovering their relevance in other markets.



- **Centre for the Edge Australia:** Launched by Peter Williams out of the Melbourne office in June 2012, the Centre conducts research on topics of special interest to Australia and Asia Pacific including a Shift Index that reveals interesting differences, including lower competitive intensity and greater participation in flows relative to the US. The Centre's recent perspectives explore the potential for companies to rethink their **social software** policies for better collaboration and how to use gamification and the crowd to drive learning for talent development and institutional innovation. The Centre's workshops on our **Scaling Edges** methodology have been particularly relevant for Australian executives seeking speed and outcomes.
- **Center for the Edge Europe:** In November 2013, the Center for the Edge Europe officially launched with a series of events in the Netherlands, including an Executive Edge session held in partnership with Singularity University NL which featured keynote speakers Peter Diamandis, co-founder and chairman of Singularity University, and John Hagel. Wassili Bertoen, the European Center's Director, believes that most European companies have tremendous untapped innovation and growth potential, and aims to release this innovation by making our vision, methods and approach available for our clients with a foothold in Europe. See the **video**.

Shift Index 2013: Six reports describe how the world is changing and how executives can act on it

In the last half of 2013, we released **five reports** to help executives translate this research into action. Make workers more passionate. Make sense of how rapidly technology is changing the business environment. Find opportunities by embracing contradictions. These topics transcend industries and are increasingly relevant as indicated by the interest they've received since publication. View these **reports** and check for coming releases – including Prescriptions for the Firm – **here**.

In conjunction, we've developed several short videos to bring these concepts alive. **Success or Struggle? ROA as a true measure of business performance** describes why most firms are failing to create long-term value and why they aren't paying attention to it. **View video**. In **Coherency in Contradiction**, 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 the conversation as John Hagel and John Seely Brown think through the contradictions.**

Making an Impact: How the maker movement is changing production and consumption

In December the Center hosted the first-ever Maker Impact Summit in Sausalito. Co-hosted by Make Magazine, this 2–day gathering brought together makers and influencers to delve into the possible implications of this growing movement on business and society more broadly. Our first paper on the topic, A Movement in the Making, will be published by DU Press January 24, 2014.

Upcoming speaking engagements – John Hagel, Deloitte Consulting LLP

- January 20 – 28; Los Angeles, CA; Singularity IPP 201
- February 12 | 2:00 PM – 3:00 PM ET; Dbriefs webcast **Unlocking the Explorer's Passion: Develop Talent Your Company Can't Live Without | Register now**
- February 17; Melbourne, Australia; Public Service Summit

More views from the Edge

- **Learning to learn (and unlearn) through play:** Creating environments of playful experimentation within the workplace and within the process of work can lead to rapid learning and new insights – good for the employees and the companies they work for.
- **What do you know? Creating environments that foster learning and improvement:** Talent remains the only resource with unlimited potential – how do you develop yours?
- **Here's how to keep robots from stealing our jobs:** Companies are struggling to fill certain positions while rapidly automating others – what are the implications for workers and the firms that now employ them?
- **Companies' most neglected resource for success:** Many companies overlook one of the most closely connected and valuable networks available to them: ex-employees, retirees, and even former partners and clients. Companies can look to the examples of continuing education and professional fellowship programs like Coro, Broad, and Singularity to maintain engagement with alumni.
- **The Food Truck, the Farmer, and the Foodie:** Food trucks and family farms aren't the most obvious businesses benefiting from rapid advances in core digital technologies. But in both the highest-tech new industries and traditional hands-on businesses, advances in social software, cloud computing and other technologies are reducing the cost of identifying and managing participants in a diverse ecosystem.
- **Four Paradoxes That Could Change a Company's Performance Outlook:** Declining return on assets (ROA) doesn't fit with the stories reported about company performance and the business environment.
- **With exponential innovation, drivers may be just the tip of the disruption:** Learn how the convergence and cumulative improvement in multiple technologies made driverless cars possible. What's next?
- **C4Edge EdgeMap app:** Explore more about the Center's thinking and research with this free app. The Edge Map visually depicts the fundamental shift we see in the business environment and locates our publications within that change.

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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