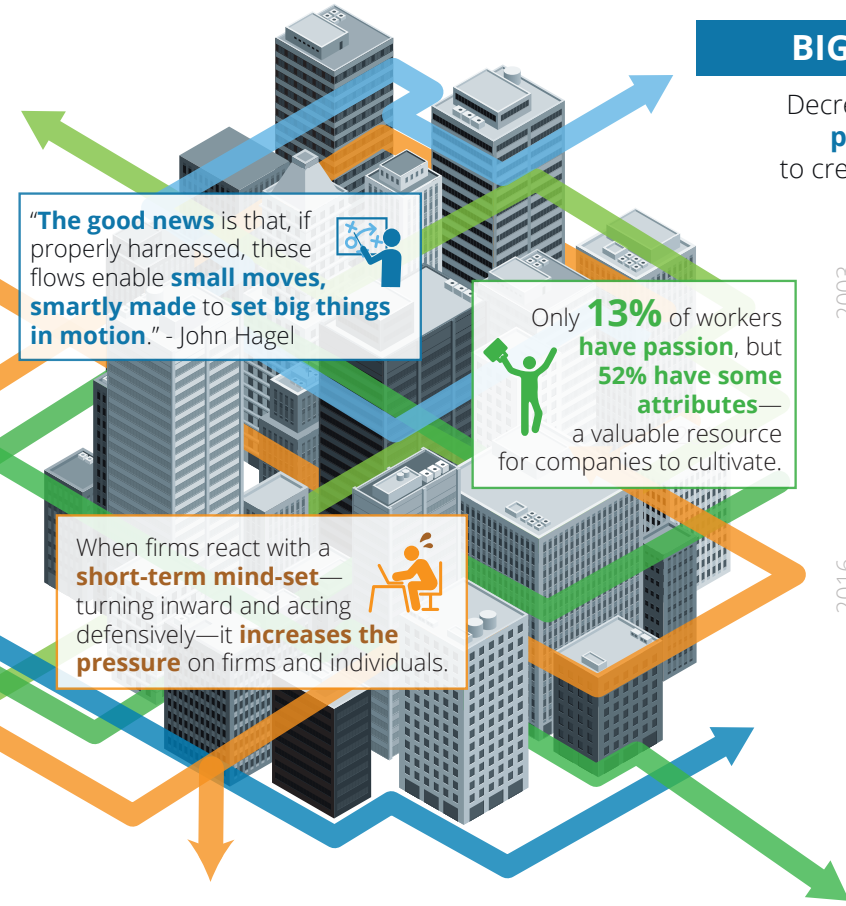


How are we handling the pressures of the Big Shift? While individuals are gaining power as consumers, they are feeling far less secure as performance pressures mount on the companies that employ them. The rapid advance of technologies has outpaced the ability of many institutions to understand and take advantage of the new opportunities they enable, resulting in anxiety and discontent.



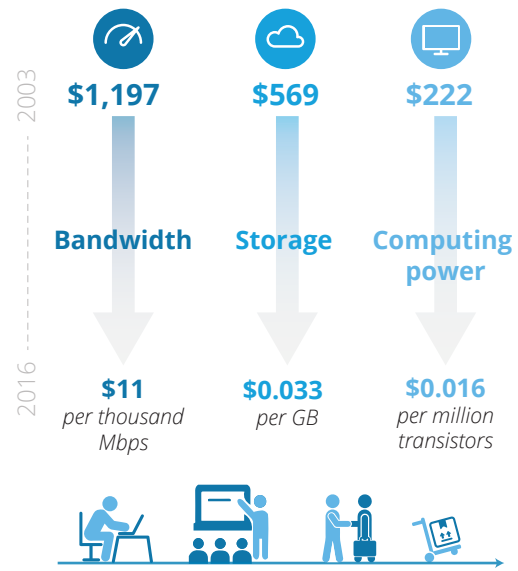
"The good news is that, if properly harnessed, these flows enable **small moves, smartly made** to **set big things in motion.**" - John Hagel

Only **13%** of workers **have passion**, but **52% have some attributes**—a valuable resource for companies to cultivate.

When firms react with a **short-term mind-set**—turning inward and acting defensively—it **increases the pressure** on firms and individuals.

BIG SHIFT: BUILT ON TECH

Decreasing costs of core digital technologies **power the tools** for broader innovation to create **new ways of working and living.**



It is now **easier than ever** for individual entrepreneurs to learn skills—and then develop and market a product that can **reach millions.**

QUANTIFYING ANXIETY

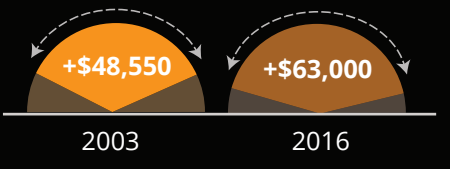
vs.

MEASURING HOPE

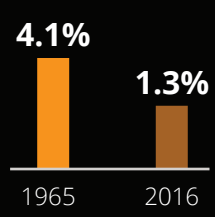
The effects of the Big Shift are **unevenly distributed** and **the gap is widening.**

People are participating in a wider range of **knowledge flows** both inside and outside of organizations.

ANNUAL COMPENSATION FOR "CREATIVE" ROLES RELATIVE TO OTHERS



RETURN ON ASSETS



35% GROWTH OF MOST AND LEAST CREATIVE CITIES SINCE 2006



While the decline in performance for companies in the bottom quartile is much worse, even the market leaders are losing the top position at a faster rate.

