



SOUNDVIEW

# Executive Book Summaries®

www.summary.com

Leadership

## Anticipate

### The Art of Leading by Looking Ahead

#### THE SUMMARY IN BRIEF

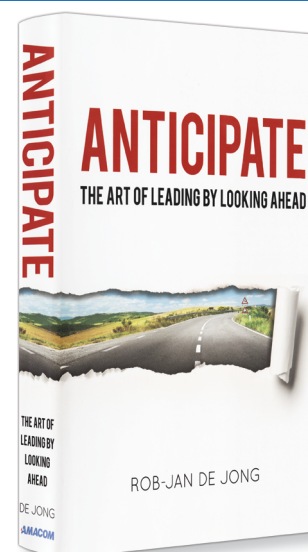
Business schools, leadership gurus and strategy guides agree — leaders must have a vision. But the sad truth is that most don't...or at least not one that compels, inspires and energizes their people. How can something so essential be practiced so little in real life? Vision may sound like a rare quality, unattainable by all except a select few — but nothing could be further from the truth. Anyone can expand their visionary capacity. You just need to learn how.

In *Anticipate*, strategy and leadership expert Rob-Jan de Jong explains that to develop vision you must sharpen two key skills. The first is the ability to see things early — spotting the first hints of change on the horizon. The second is the power to connect the dots — turning those clues into a gripping story about the future of your organization and industry. Packed with stories and practices, *Anticipate* provides proven techniques for looking ahead and exploring many plausible futures, including the author's trademarked Future Priming process, which helps distinguish signal from noise.

You will discover how to tap into your imagination and open yourself to the unconventional, become better at seeing things early, frame the big-picture view that provides direction for the future, and communicate your vision in a way that engages others and provokes action. When you anticipate change before your competitors, you create enormous strategic advantage. That's what visionaries do ... and now so can you.

#### IN THIS SUMMARY, YOU WILL LEARN:

- The purposes and ingredients of a personal vision.
- How to see things early and connect the dots.
- How to find your core values to develop your vision.



by Rob-Jan de Jong

#### CONTENTS

##### The Groundwork

Page 2

##### Tapping into Your Imagination

Page 3

##### Seeing Things Early

Page 4

##### Connecting the Dots

Page 5

##### Your Visionary Self

Page 6

##### Igniting Your Followers

Page 8

# THE COMPLETE SUMMARY: ANTICIPATE

by Rob-Jan de Jong

**The author:** Rob-Jan de Jong is one of five faculty members in Wharton's flagship executive program "Global Strategic Leadership." He helps leaders and companies anticipate the future and arrive at winning strategies. His clients include Philips, ING, HCL, Total Oil, and other top organizations and business schools.

*Anticipate: The Art of Leading by Looking Ahead* by Rob-Jan de Jong. Copyright © 2015 by Rob-Jan de Jong. Summarized by permission of the publisher, AMACOM. 288 pages, \$27.95, ISBN 978-081-4449073. To purchase this book go to [www.amazon.com](http://www.amazon.com) or [www.bn.com](http://www.bn.com).

Summary copyright ©2015 by Soundview Executive Book Summaries [www.summary.com](http://www.summary.com), 1-800-SUMMARY. For more information on the author, go to [www.summary.com](http://www.summary.com).

## PART I: VISIONARY CONTENT

### The Groundwork

Creating a vision requires ideas, ideally intriguing and refreshing ideas that trigger people's interest, curiosity and excitement. It requires engagement with your imagination and an ability to think outside the clichéd box.

The Vision Thing intrigues and frustrates at the same time. We look up to people and companies that seem to have mastered it, but feel thwarted in achieving similar results. Most people agree that, when understood and practiced well, vision can be an extraordinarily powerful concept; a tool, in fact, that significantly bolsters your ability to influence.

But when the idea of a vision isn't framed properly, it quickly becomes muddy and fuzzy, incomplete and unproductive, and loses the interest of those you wish to engage.

I want to make a clear distinction between the company vision and your personal vision. We will focus on your personal vision. The aim is to increase your personal visionary capacity and bring out what a powerful vision can do for your personal leadership — whether or not you are hierarchically in a senior position.

Your compelling story has everything to do with igniting excitement in those people who look to you for leadership. Your personal imagination and inspiration is what counts for them. It's your dedication and your authenticity that they are looking for; it's about the story that you bring to them, and much less about what is stated on the corporate website.

### Vision 101

Powerful visions have at least four fundamental purposes:

**A Vision Shows the Path Forward:** A vision provides guidance and direction about where an organization is headed.

**A Vision Stretches the Imagination.** A potent vision takes us beyond the obvious into the unknown and stretches the boundaries of what we conventionally think up to that point in time.

**A Vision Challenges the Status Quo and Breaks Through Existing Paradigms.** A well-developed vision can provide new and previously "unseen" opportunities.

**A Vision Energizes and Mobilizes.** Finally, a powerful vision has the potential to galvanize those you lead. A vision inspires people to put their best effort into the cause. It unites them around a shared purpose, gives meaning to the day job and mobilizes them into action.

### Core Ingredients

There are specific core ingredients that combine to create great results on the vision front. There are always elements of guidance and direction setting: A vision shows us a future ideal to strive for. But that's only the rational, cerebral part; it needs something else to make it compelling and powerful. Followers need to feel something in order to really spark their enthusiasm. They need to be touched emotionally; they need to feel motivated and energized.

How can you make your future-oriented story touch your followers emotionally and reach their hearts rather than their heads? Unconventionality triggers emotions such as curiosity, excitement, desire, optimism and empowerment. Connection to a noble cause sparks emotions



**1-800-SUMMARY**  
service@summary.com

Published by Soundview Executive Book Summaries® (ISSN 0747-2196), 511 School House Road., Suite 300, Kennett Square, PA 19348 USA. Published monthly. Subscriptions starting at \$99 per year. Copyright ©2015 by Soundview, Inc. **Available formats:** Summaries are available in several digital formats. To subscribe, call us at 1-800-SUMMARY (240-912-7513 outside the United States), or order online at [www.summary.com](http://www.summary.com). Multiple-subscription discounts and corporate site licenses are also

available.

Rebecca S. Clement, Publisher; Sarah T. Dayton, Editor in Chief; Ashleigh Imus, Senior Editor; Amanda Langen, Graphic Designer; A. Imus, Contributing Editor

## SUMMARY: ANTICIPATE

such as pride, belonging, willingness, passion, nobility, warmth, empathy and trust.

Furthermore, according to Aristotle, in order to persuade followers, a leader needs (in reverse order) convincing arguments, the emotions they elicit, and credibility. Today we refer to his threefold description as Logos, Pathos, and Ethos — the cornerstones for creating engagement. Logos aligns with the setting direction part of a vision: Followers need to understand clearly and coherently why you are taking them in a particular direction.

Pathos is emotional engagement that makes followers part of something more meaningful and enduring, and ethos refers to the integrity or character of the speaker. Leaders need to exemplify the vision in everything they do, to connect it to personal values, motives and deeper emotions. It's this famous walk the talk criterion that makes us trust or mistrust leaders. ●

### Tapping into Your Imagination

Without imagination, you are stating the obvious or holding on to the status quo; your vision falls flat. With it, however, your vision becomes intriguing, exciting, refreshing. Suddenly, it has the potential to energize and mobilize.

“But I'm not a very imaginative person,” people quickly tell me. Think of it like this: The very fact that you can plan a vacation proves that you're imaginative. The ability to look ahead into the future and anticipate events that might unfold is an act of imagination. There's nothing artistic or eccentric about it. It's a unique ability that we, as human beings, have developed and that sets us apart from all other species.

Tapping into your imagination is about being open-minded: It's about having a fundamental willingness to challenge your assumptions about what you consider to be true, and reframing those assumptions when it's called for.

#### Lateral Thinking

Lateral thinking is a set of systemic, deliberate methods for challenging assumptions and opening up innovative ways of thinking and seeing. One of those methods is the Random Entry Idea Generation Tool. It involves arbitrarily selecting a noun from a list (or the dictionary) and associating it with the issue you are working on. As random as the association appears at first, there's a good chance you will find some connections.

If you're wondering how to improve the performance of your customer service department, for example, and

you randomly select the word “pizza slicer,” finding connections between the two could help you uncover new opportunities. Because your assumptive framework will try to deny any connections, your mind won't immediately be willing to entertain associations between something as serious as your customer service performance and something as irrelevant as a pizza slicer. But by forcing yourself not to give up too quickly, possibilities will spring to mind. Thoughts of food, cutting, knives and sharpness could lead to speedy delivery, frozen pizzas and specialized utensils. Those might trigger thoughts about the importance of follow-through, delivery of fully prepared spare parts, and the development of a special “utensil” to deal with a common customer complaint — one that could delight customers who report a problem. That which at first glance appears unhelpful and silly can trigger a useful thought you might never have considered if you had looked at the issue within the usual frames.

#### WWGD

The abbreviation stands for What Would Google Do, a name inspired by Jeff Jarvis's 2009 bestseller. To use this method, ask yourself (or preferably your team, because most of these techniques work much better when applied in a group) how Google — or some other remarkable organization — would solve the issue at hand.

Start by selecting a number of iconic companies that everyone has strong brand associations with: Think IKEA, McDonald's, Southwest Airlines, Zara, Nespresso, Singapore Airlines, Harley-Davidson, Toyota, Expedia, and Amazon. It's good to have a variety.

As you think about how one of these companies would tackle the problem at hand, you're reframing; you're reassessing your assumptions and moving from an intrinsic, static view of the situation to a more liberated, open-minded exploration of options. ●

## PART II: VISIONARY PRACTICES

### Developing Your Visionary Capacity

The potential to come up with — and hold on to and cultivate — a brilliant idea or a vision is within all of us. Visionary leadership isn't a personality trait, although it is sometimes confused with concepts like charismatic leadership. The big question is how. How do you go about developing this crucial leadership competence?

There are two critical developmental dimensions for growing your visionary capacity:

## SUMMARY: ANTICIPATE

- 1. Your ability to see things early.** The first signs of change often manifest as random noise or faint warning signals, often at the periphery of our attention and far less explicit in their game-changing nature than they are later. Growing your ability to notice these signals early, and recognize their potential impact, is an essential part of raising your visionary capacity.
- 2. Your ability to connect the dots, to create coherence in the future you face and turn it into a “bigger picture” story.** This implies constructively and intelligently working through the complexity of the multifaceted and multidimensional future.

It's worthwhile to reflect on where you currently stand in terms of these skills. Consider these four different archetypes of visionary capacity:

**Followers:** This is someone neither very good at early noticing nor skilled in creating and communicating a coherent story from the various insights he or she has about what the future might bring. Healthy levels of carefulness, critical thinking and apprehension can work for every leader, including the visionary one. But if you're a Follower all the time, don't expect any of the great benefits to emerge. You won't stretch the boundaries of your people's imagination, reap the fruits of new ways of doing business, or be seen as a source of inspiration and energy to your followers.

**Trend Hoppers:** The person who has a well-developed ability to see things early, is very much in tune with what's on the edge, and is existentially willing to embrace changing realities. The Trend Hopper is often an early adopter of new technology and among the first to fantasize about how things can become different — most always radically different in their view — soon. But the Trend Hopper isn't very good at turning early-stage insights into a coherent story that justifies an active strategic pursuit.

**Historians, or Cynics:** The leaders adept at connecting the dots and spinning a story that makes sense. They like to cite patterns, facts, and figures — ideally in PowerPoint — and marvel at making the road traveled so far look very coherent and intentional. When you listen to them, it all makes sense. But they have their eye trained on the factually true past, not on the imaginative uncertain future. They're not very good at spotting where the early signals are coming from and how these could become potential game changers.

**The Visionary:** The Visionary would not overoptimistically jump on every fad that passes by, as our Trend Hopper risks. Nor would he become a naysayer and launch

into the Historian mode. The visionary takes a mindful, future-oriented perspective, balancing the need for a compelling future with the awareness of the inherent dangers of becoming dogmatic and overoptimistic.

To become a visionary leader, you will need to develop both of these essential dimensions. ●

---

## Seeing Things Early

We're not aiming to become accurate, or even good, predictors of the future. Instead, we're working to develop an increased awareness of changing realities, building antennas for the distant signals that might push the future in a different direction from the one we currently and conventionally foresee. We can then become better at recognizing those signals and their potential impact when they present themselves in some early form. Your ability to see things early is at the heart of what leadership expert Warren Bennis calls adaptive capacity.

Adaptive capacity is what allows leaders to respond quickly and intelligently to relentless change. Those with the highest levels of adaptive capacity are called first-class noticers: They're able to build and sustain a strong level of context intelligence. This sensitivity to context correlates closely with the development of seeing things early; both involve the ability to gather relevant insights that allow you to notice changes before others do. To put it in engineering terms, it strengthens your ability to distinguish the signal from the noise.

### FuturePriming

I developed FuturePriming to help executives improve their ability to see things early. This “first-class noticing” process begins with awakening our imagination. Essentially, FuturePriming is about writing your own FutureFacts.

A FutureFact is a manifestation of a possible changing reality. Change is often described in generic, broad terms. For example, a typical strategy paper starts with a list of a whole lot of trends and developments. It speaks of “increased urbanization,” “further proliferation of technology,” “decreasing welfare support,” “growing influence of emerging economies” and so on. The trend description doesn't really hit us in the face, so we tend to agree with it. Or disagree. But it doesn't update our thinking because we weren't provoked.

Now check out what happens to your mind if I describe the following changing reality, to possibly take place three years from now: “Candy industry banned from advertising.” This is not an abstract description of a trend, such as

## SUMMARY: ANTICIPATE

---

“increasing pressure on unhealthy food” or “tightening regulations to combat rising health care costs.” The change has become manifest by imagining a concrete event that largely tells the story. Your mind has now created a tangible, memorable hook about a possible changing reality.

The more specific statement triggers you, intrigues you, and possibly worries or upsets you. It might even make you defensive and resistant; all these emotions are fine, as they show that your thinking has been activated, your brain has become really engaged in how the future might look quite different from today. Although the exact statement in the FutureFact might turn out to be incorrect, the mind is now much more concretely primed to those early indicators of change that we pick up in the news, even if they just closely or even remotely resemble it.

### The Four Golden Rules

Four simple rules help you get the most from this practice.

**Scope for Relevance and Time.** Look for relevant changing realities in your business, industry and geography. FutureFacts are designed to sharpen your sensory capacity, so you want to consider your role, your organization, your industry. Your scope should be wide enough to capture any relevant signals, but not so wide that you have too much information to consider. Scope your timeline to a minimum of three and a maximum of seven years into the future.

**Don't Make Your Own Company Part of Your FutureFact.** Organizational developments, achievements, and direction are to a large extent affected by influences that are completely outside the company's control. Economic crises, changing customer preferences, the development of the oil price or the interest rate, the arrival of breakthrough technologies, the entrance of a rogue competitor, and new government policies. The point of FuturePriming is to be attuned with the outside world and what might be happening there.

**Explore the Area Between the Conventional and the Absurd.** It's quite common when you first start with FuturePriming that your thoughts and ideas about the future are pretty conventional. When people realize that their first ideas are too conventional, they typically veer toward the absurd. You should stretch what you — and those around you — currently already believe. Without going overboard. As a general principle, effective FutureFacts provoke, challenge, and play in the mental space where you think, “Hmmm, maybe . . .”

**Describe an Event, Not a Trend.** Write your FutureFact as an event you might read about in the newspa-

per. Just as good journalists do, create a memorable hook that highlights something significant about the event. Descriptions such as “ever-growing need for clean water” and “dwindling interest in politics” won't cut it. These are descriptions of trends, not events. ●

---

## Connecting the Dots

In addition to strengthening the ability to see things early, we must equally improve our ability to create a coherent story going forward. This coherent story must consist of what we expect, foresee, envision, and anticipate. It needs to resonate, make sense, and be the guiding light into the future for our followers. I call this second developmental dimension of visionary capacity the ability to connect the dots.

Before we can become better at connecting the dots, we need to understand some of these psychological challenges we'll inevitably face as we build our vision. Two culprits play a particularly damaging role: frame blindness and overconfidence.

Frames are the mental constructs that help us make sense of a complex world. While processing the signals we receive from our senses, our minds quickly determine the most appropriate frame set to apply and then categorize or label the input accordingly. But as we rapidly, unconsciously select a frame, we rule out other possibilities and might ignore evidence that could lead us to different conclusions.

In addition, we have intrinsic overconfidence in what we think we know. Many psychological experiments have demonstrated the effects of overconfidence, including overestimating your knowledge and abilities, underestimating risks, and exaggerating your ability to control events.

### The Mysterious Guru

In the late 1960s, Royal Dutch Shell was unable to accurately predict cash flows. Times with ample funds that gave the green light to drilling projects were followed by sudden periods of shortages, forcing activities to an immediate stop (only to resume once the cash position recovered). Several consultants were brought in to deal with the issue, but none of them succeeded.

That's when Pierre Wack came in. As the head of the business environment division of Shell's planning bureau, Wack had a reputation for being a little “out there,” especially in such a cerebral, scientific, numbers-driven organization. He burned incense in his office, went on annual retreats to consult his Indian guru, and was

## SUMMARY: ANTICIPATE

heavily influenced by a Russian spiritual teacher named Georges Gurdjieff.

Instead of trying to limit, minimize and drive out uncertainty from his view of the future, Wack embraced it, giving uncertainty a central place in his method. Acknowledging that uncertainties would not go away no matter how sophisticated the model was, he placed uncertainty at the heart of his approach.

By embracing uncertainty, we acknowledge the fact of our ignorance, which in turn implies that we need to engage with more than one view in order to enrich our perspective. In other words, this approach effectively deals with the pitfalls of both frame blindness and overconfidence.

Contemplating the future with uncertainties as an integral part of the package means we have to entertain multiple outcomes and work more responsibly on our ability to discover the coherences and the logic of how the future may play out. Wack called these potential outcomes scenarios, igniting a new discipline in strategic thinking: scenario planning.

Scenarios are imaginary yet logically consistent stories of plausible futures. The goal in scenario planning is to develop a rich set of noteworthy and equally plausible futures, including ones that don't conform to conventional wisdom and our current belief system.

Since scenario planning embraces uncertainty, it can be applied to any challenge that is ambiguous: You can develop scenarios for the future of health care to the future of China, the future of civilization to the future of futurists, the future of cycling to your own personal future. Each of these areas of interest has its own set of uncertainties and therefore allow you to follow the steps of scenario planning to arrive at multiple, relevant perspectives to contemplate.

Considering multiple plausible scenarios — including some that are different from your preferred view — and working your way through their implications is a smart thing to do when you are entering into a process of decision making under great uncertainty. ●

### PART III: VISIONARY SELF

## Your Visionary Self

Author Warren Bennis promotes an integrated perspective on leadership, consisting of four essential competencies: vision, adaptive capacity, voice, and integrity. Here

we'll explore the relationship between your visionary capacity and Bennis' concepts of voice and integrity — the identity-oriented aspects.

Integrity, credibility and authenticity of the leader. This is what Aristotle meant by Ethos. This is where your personal character enters the equation. The importance of *you* in your vision cannot be underestimated. You play a critical role in making your vision powerful through the way you show up, the way you behave and the way you accept the consequences of your words.

IKEA's founder Ingvar Kamprad lives and breathes these values in everything he does (or used to do; he stopped his active involvement in the company in 2013, at the age of 89). Cost-consciousness is at the core of the IKEA model. Without this, it would be impossible to deliver on IKEA's enduring intent to make well-designed furniture easily accessible. One of the richest men in the world, Kamprad is known to fly economy class and to take the bus instead of a taxi from the airport to the hotel. His actions, in other words, are in alignment with the values he preaches. Which means IKEA has no need for coffee mugs or artistically designed gadgets to spread its core messages and beliefs.

### Discovery Mode

How can you unleash your passion and let it ignite and inspire your followers? Gaining clarity about your beliefs and values is a critical step. How do you discover your deep-rooted values? Here are two practices that can help you in your process of discovery:

**Obituary Exercise:** Imagine your time has come, sadly, and you need to write your own obituary. What will it say? To help you reflect deeply on what is really important to you, contemplate and answer the following questions:

- What have been your main accomplishments in life?
- What has been your greatest achievement of all?
- Who are you leaving behind, and who will miss you the most?
- List the people you've helped in your life. How did you help them?
- What has been the main question that life has asked you? How did you respond?

Make a list of the values that come up in this exercise. Evaluate each value, asking yourself, In the one life you've been given on this planet (or so we think), is this value important enough to be remembered for? Your aim should be to limit yourself to a maximum of three to five val-

## SUMMARY: ANTICIPATE

---

ues. The end result should be a set of values that you feel warmhearted about, that inspire you, that define what you truly care about and resonate with your character. The true core values of your life.

**Stories:** Ask a friend to interview you. Your role is to respond honestly to the questions; your friend's role is to identify the values in your responses. Describe three different situations in which you

- Were truly at your best. Think of moments or occasions when you were in a state of flow (as athletes call it), when things seemed to go effortlessly and your actions were spot on; that is, exactly what was needed.
- Learned something profound that has stayed with you ever since.
- Were caught in a conflicting dilemma between something that was expected from you and something you really believe(d) in.

Ask your friend to help you delve deeper into these stories by asking more probing questions, such as, Why did you feel that way? What made this situation so important to you? What were you experiencing? When you describe these situations, you will convey a lot about yourself, what motivates you and what is important to you. With your friend helping you to uncover the hidden layers of your stories, your personal values will be revealed.

Uncovering your most fundamental “whys” and “hows,” your core values and beliefs, is key to understanding your authentic self. When your projects, initiatives, and actions are linked to you authentically, passion follows. People notice; your eyes start to shine, your tone of voice changes, your energy is virtually limitless, and your passion comes to life. Authenticity radiates. ●

---

## Mindful Behavior

Leading with authenticity also means you must practice what you preach. The best evidence of your true feelings and beliefs comes less from your words than from your deeds. When your words are believably connected to what you do, when you behave in line with your vision, only then do you display integrity and build trust with your followers.

What behaviors are essential for growing your visionary leadership? What should you be conscious of, and which practices can help you in your journey toward mastery?

## Mindfulness

Harvard psychologist Ellen Langer says mindfulness encompasses a mindset and attitude that leads to discovery and noticing new things. Growing your mindful state boils down to three behaviors, according to Langer: creating new categories, welcoming new information and adopting more than one view.

There are behaviors and practices that can help you. You can't simply tell yourself to start “recategorizing” from now on, or to be open to new information or to stop taking a single perspective. Here are some original, easy-to-integrate behavioral change practices that you can incorporate in your daily leadership to act yourself into a new way of thinking.

**Recategorization Practice:** Break the pattern. A deceptively simple practice to increase your chances of seeing things differently is to deliberately break your normal pattern of working, communicating, thinking, reacting and responding. For example, if you are normally the first to volunteer, hold back. If you always take the same route to work, choose a different one. Change where you sit. Raise or lower the height of your chair.

**New Information Practice:** Radical exposure. We are strongly influenced by the small group of people we have direct contact with — for better or worse. And since we tend to hang out with people who are fairly similar to ourselves, chances are we are limiting our perspectives and excluding information. The radical exposure practice promotes a deliberate effort to engage, with some frequency (e.g., once a month), with a subgroup that is profoundly different from the usual suspects you hang out with. Visit a conference of a very different profession, hang out with skaters, join an arts club, buy a magazine randomly off the shelf, things like that.

**Multiple View Practice:** Opinion swap. Choose someone at work who is least like you — not someone you dislike, just someone very different. Think of a subject you normally disagree on. It might be something simple, like a product, marketing message or television program that you avoid or find trivial and the other person really likes. Imagine adopting this person's opinion, like trying on an outfit. See things from this person's point of view and come up with some reasons why he or she loves what you hate, or vice versa. Once you are comfortable, do the same exercise — live. Have a real conversation with the person, and gradually let go of your opinion and take the other side. Just experiment — what do you have to lose? ●

## PART IV: VISIONARY COMMUNICATION

### Igniting Your Followers

You can have great ideas, make the powerful practices second nature, have clarity on your core purpose and values, and exercise the right behaviors for growth. But if you are unable to communicate your vision in a way that engages and energizes others, the Vision Thing still won't work for you. There are several specific visionary communication qualities that, when done right, will transform your story from something future-oriented but technical and uninspiring to something that invigorates your followers.

#### The Power of Language

Language really matters. Especially if you intend to bring people on board and persuade them to follow you and your ideas. It's not just the message that needs to resonate; the way it's translated into words also shapes its impact and the actions it inspires. If you want your vision to reframe people's mindsets and move them to act, you need to use productive, active language.

**Workhorse Verbs.** Verbs carry sentences, and the ones that do the heavy lifting, bringing energy to your message, are called "workhorse verbs" or "powerhouse verbs." Compare these two statements: "We discussed the opportunity to develop a new product" with "We explored boosting our offering." Workhorse verbs move your story forward, create powerful imagery and convey a confident tone. Create a list of verbs that attract you but are not yet part of your everyday vocabulary. Pick one a day, and set a target of using it at least three times that day. You'll find that over a short time many of these words will become part of your regular repertoire.

**A Picture Is Worth a Thousand Words.** When describing the future, you can't use facts and figures. You don't have statistics to prove your points. You must largely rely on your imagination. And to convincingly bring your audience into the future, you must unlock their imagination, helping them envision a different world. Images and visual language such as metaphors and analogies are of vital importance in bridging the gap between the cerebral and the imaginative. They help people "see" it.

**Memorable Metaphors.** Metaphors do more than just informing and making the message stick. They also add a layer of emotion to the content. By accessing your associative brain, a metaphor immediately hitches emotions to

the message. Look around you right now and consider the objects you see as metaphors. Create a sentence for each: "Our future is like . . . a telephone," "Our future is like . . . a watercooler," "Our future is like . . . a vase of flowers," and so on.

**Actionable Analogies.** To see things in a different light, your audience must reframe their minds. This requires insight plus an acceptance of the fact that there is a different way to look at our future, and even at ourselves. For example, if you are responsible for a hospital, a hospital division or a medical team and you state that you want to be considered the Singapore Airlines of the health care industry, people will get it. They will immediately understand that quality of service matters to you.

**Let Me Tell You a Story...** Stories inspire; they're catchy and heighten our natural curiosity. Moreover, stories communicate values and make them accessible, understandable, and believable. Brené Brown, a research professor at the University of Houston, says, "Stories are data with a soul. Data wrapped in stories have the ability to move people, to inspire people to take action."

For your visionary communication to become authentic, you need to integrate a special type of story — the personal anecdote. Your personal anecdotes are much more than just insightful recollections; they communicate something about your character. In other words, they provide your story with a soul. Sharing a meaningful personal anecdote shifts your rhetoric from the head to the heart. When you share it, you'll relive the emotions and show what you truly care about. This kind of honesty automatically makes you and your story truly authentic.

A truly powerful vision provides direction and is emotionally engaging and authentic. It's an invaluable tool for (aspiring) leaders that allows you to do what leadership is all about: to ignite others. ●

#### RECOMMENDED READING LIST

If you liked *Anticipate*, you'll also like:

1. **The Reciprocity Advantage** by Bob Johansen and Karl Ronn. Johansen and Ronn share a model for creating new growth using the underutilized resources you already own that you can share with others.
2. **Flash Foresight** by Daniel Burrus. Burrus provides a blueprint for applying strategies in your business that will enable you to see the invisible and do the impossible.
3. **Get There Early** by Bob Johansen. Johansen and the Institute for the Future provide insights into the next decade, and show readers how to begin to navigate their road to the future.