



Flash Foresight

How to See the Invisible and Do the Impossible

THE SUMMARY IN BRIEF

Author and business consultant Daniel Burrus is one of the world's leading forecasters, corporate strategists and visionaries. Over the past quarter century, he has established a reputation worldwide for his exceptional record of accurately predicting the future of technological change and its direct impact on the business world.

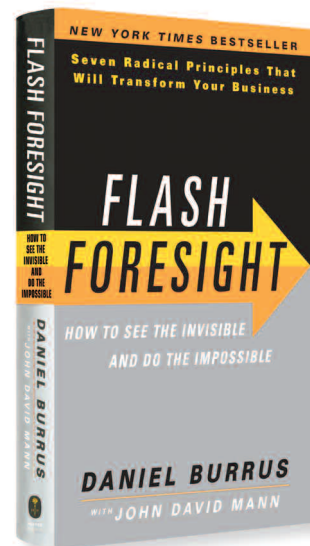
"Wouldn't it be amazing if you could predict the future — and be right?" writes Burrus. "You can: All you have to do is leave out the parts you could be wrong about! And the amazing thing is, when you know where to look, there's more than enough you can be right about to make all the difference."

From small businesses to multinationals, individual careers to entire industries, *Flash Foresight* looks at how seven radical flash foresight "triggers" have transformed careers, fortunes and lives. Both engaging and enlightening, *Flash Foresight* provides an easy-to-implement blueprint for applying the same strategies to your own business, enabling you to see the invisible and do the impossible.

In the past, flash foresight was useful. Today, as the pace of technological change accelerates almost beyond the point of comprehension, it's an imperative.

IN THIS SUMMARY, YOU WILL LEARN:

- How seven valuable principles can help you find deep business insights.
- How to change the way you think about your current obstacles and open your mind to limitless new opportunities.
- How to stimulate innovation and positive change.
- What you need to do to survive and thrive in the challenging times that lie ahead.



by Daniel Burrus with
John David Mann

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THE COMPLETE SUMMARY: FLASH FORESIGHT

by Daniel Burrus with John David Mann

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For additional information on the authors, go to www.summary.com or www.flashforesight.com.

Introduction

Dale Morgen is an accomplished inventor with more than 30 wildly successful patents under his belt. In the course of his work he has honed a certain skill, and that skill is *flash foresight*.

Flash foresight uses the data of your five senses, as well as that intuitive sixth sense we all have that some call a *gut feeling* or *hunch*. But flash foresight goes further, because in using it, you synthesize those sensory and intuitive faculties and project them forward through the dimension of *time*. A *flash foresight* is a blinding flash of the future obvious. It is an intuitive grasp of the foreseeable future that, once you see it, reveals hidden opportunities and allows you to solve your biggest problems — *before* they happen. Flash foresight allows *anyone* to both see and shape his or her future.

You've had flash foresights; we all have. They are those fleeting glimpses we sometimes have of where things might be heading. Flash foresight is a sensibility, a skill you can develop, refine and strengthen.

Let's start with how Dale Morgen used this powerful principle to arrive at his great idea.

Dale Morgen's Flash Foresight

Morgen knew that there is another approach to our worsening energy crisis that does *not* use fossil fuels, does *not* produce greenhouse gases or any other pollution, and does *not* create radioactive waste or pose any other environmental dangers. It's called *nuclear fusion*, and many scientists believe it could become the energy source of the 21st century and beyond.

Understandably, this prospect has a lot of major inter-

national players hot on the fusion trail. A consortium of 20 countries is building a massive, multi-billion-dollar facility in Southern France. At California's famous Lawrence Livermore lab, a fusion facility is under construction that will span three football fields to blast its millimeter-sized hydrogen-fuel pellets with massive lasers.

However, there's a problem. So far, even with these massive and astronomically costly facilities, the fusion reaction requires more energy going in than it yields in output. Like an investment that keeps losing money, today's fusion reactors produce a net energy loss.

And that's where Morgen's idea comes into the picture. His flash foresight was this: *Instead of making these facilities bigger and bigger, why not make them radically smaller?* In fact, why not make a fusion reactor so small you can't even see it — so small it would be built out of single molecules? In a word: *nanofusion*.

Morgen is one of a handful of early innovators who are exploring the emerging field of nanofusion. Morgen's model is similar to the Lawrence Livermore reactor in concept, only instead of firing mile-long lasers at small glass pellets, his reactor would fire a nanolaser made from a single carbon molecule — called a *nanotube* — at hydrogen isotopes wrapped inside another type of carbon molecule called a *buckyball*. This material has a much higher purity and density — and lo and behold, it produces a *net positive yield*: more energy coming out than it takes to make the reaction. Potentially, says Morgen, *vastly* more.

Imagine the impact such a technology would have on the world. We would have enough energy to fuel our



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global economy for centuries — conceivably, forever — without producing any greenhouse gases or radioactive waste.

The Go Opposite Flash Foresight Trigger

The flash foresight principle underlying Morgen's nanofusion is this: Go opposite. While everyone else in fusion was focusing on building gigantic reactors that filled football fields, Morgen and his colleagues went in the opposite direction, designing one so small it would easily fit on the point of a pin.

The reason this principle works is as simple as the principle itself: When you look in the opposite direction from where everyone else is looking, you see things nobody else is seeing. It opens up hidden opportunities, unnoticed resources and overlooked possibilities, acting as a spark that ignites a flash foresight.

Besides the go opposite trigger, there are six other flash foresight triggers: *start with certainty*, *anticipate*, *transform*, *take your biggest problem and skip it*, *redefine and reinvent*, and *direct your future*. ●

Start with Certainty

There are two distinct kinds of trends: *soft trends* and *hard trends*.

A hard trend is a projection based on measurable, tangible and fully predictable facts, events or objects. A soft trend is a projection based on statistics that have the *appearance* of being tangible, fully predictable facts. A hard trend is something that *will* happen: a future *fact*. A soft trend is something that *might* happen: a future *maybe*.

Understanding the difference between hard and soft trends allows us to know *which parts of the future we can be right about*. It gives us the insight we need to start with certainty because it shows us where we are dealing with future fact and where we are dealing with hypothetical outcomes — future *maybes*. The reason we typically don't trust trends is that we haven't learned how to make the distinction between hard trends and soft trends. Once we know the difference, we know where to find certainty — and the future suddenly becomes visible.

That trillion-dollar surplus the government predicted at the end of the 1990s was a soft trend, only we treated it like a hard trend. We were not only expecting it to happen, we were acting on it as if it had already happened: We were spending like crazy. So much money was coming in during 1999, we were going nuts. We

Seven Flash Foresight Triggers

There are seven flash foresight triggers:

1. *Start with certainty* (use hard trends to see what's coming).
2. *Anticipate* (base your strategies on what you know about the future).
3. *Transform* (use technology-driven change to your advantage).
4. *Take your biggest problem and skip it* (it's not the real problem anyway).
5. *Go opposite* (look where no one else is looking to see what no one else is seeing and do what no one else is doing).
6. *Redefine and reinvent* (identify and leverage your uniqueness in new and powerful ways).
7. *Direct your future* (or someone else will direct it for you).

were gazing at the soft trend like a rabbit hypnotized by a snake.

The distinction between hard and soft trends is not always so obvious. To many observers, that trillion-dollar surplus looked quite believable. That's the problem with soft trends. Sometimes they look ridiculous, and sometimes they have the appearance of being credible. Still, soft is soft, and unless the trend is based on a direction of change that is clearly fixed, there is nothing certain about that trend. Saying something *could* happen is very different from saying it *will* happen, and that difference makes all the difference.

A hard trend can be either cyclic or linear in nature; both types of change yield hard trends. For example, if the stock market is falling today, we know that in the future, it will go back up again — and we know that *with certainty*. The rise and fall of the stock market is a cyclic change and a hard trend.

The Pace of the Rise and Fall

Exactly when will it turn and start going up again, and how high will it go when it does? We don't know. The exact timing and extent of the market's behavior is a soft trend because our behavior and choices can influence it. What we know is that after it falls, it will rise, and after it rises, it will fall. That may sound like a simplistic hard trend, but it has been reliable enough to make Warren Buffett a very rich man.

Is the world changing faster than ever before? Absolutely. But within that bewildering maelstrom of

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change, there are always vast currents of certainty — currents that allow us not only to predict the future, but to positively *shape* it. We just have to know where to look.

If we don't make this shift today, it will be far more difficult tomorrow. Because as dizzying as the pace of change has been these past few years, this has been only a warm-up. Things are about to start changing a *lot* faster. ●

Anticipate

You know what they say about problems: A problem is “an opportunity in disguise.” But that is typically not true, because by the time we know we have the problem, it's too late to turn it into any kind of opportunity. The wave is traveling too fast. A problem is only an opportunity if you *see* it before you *have* it.

Being proactive is agile; being preactive is anticipatory. The shift from proactive to preactive, from reaction to anticipation, also creates a shift in the nature of our relationship to change. We tend to think of change as disruptive, but this is generally true only when change comes *from the outside in*. When a new technology comes out that changes customer behavior, or when the boss changes strategy, or when a competing marketplace opens up overseas, we scramble to adapt.

Whenever change comes at us from the outside in, we are forced into a position of reaction, of putting out the latest fires. And those fires are coming at us faster and faster, which is why the idea of agility has become so compelling.

There is an alternative to living as a constant crisis manager: taking the initiative to become an *opportunity manager*.

Being preactive means putting yourself into opportunity mode, looking at problems before they occur, and then preventing them from happening in the first place. It means, instead of *reacting* to change that happens from the outside in, *creating* change from the inside out.

Change from the outside in is typically disruptive. Change from the inside out is purposeful and constructive. Inside-out change, preactive change, opportunity-managing change is where growth, both personal and organizational, comes from. This is the kind of change that allows you to direct your future and seize your destiny. And the only possible way to operate in that kind of change is by becoming anticipatory.

The Accelerating Speed of Technology

A tectonic shift miles out at sea triggers an earthquake,

Stop, Look, Listen

As change accelerates around us and the pressure to keep up intensifies, we need to slow down, stop and think:

STOP: For a moment, put all your current problems aside and make the decision that you are going to devote a little time, on a regular basis, to becoming an anticipatory individual. If you work within a company or other organization, decide that you are going to become an anticipatory organization.

LOOK: Take a look into the visible future and ask yourself this question: “What are the problems I'm about to have?”

LISTEN: Listen to clues that might be lying just outside your range of vision. As you learn about how to see the visible future and your sense of flash foresight gets keener, you will pick up more and more of these clues and, in time, solutions will start to appear almost the moment you look for them.

creating a quiet series of tidal waves that nobody sees or senses. Because of the ocean's great depth, its waves are very small, yet the energy from the earthquake can cause these unnoticed waves to build to speeds of as much as 500 miles per hour — about the cruising speed of a 747. It is only when these waves approach the shoreline that their magnitude becomes plain for all to see.

That is what is happening right now with digital technology. The tectonic shifts in the ocean floor have already happened, and the ripples are flying toward us at astronomically accelerating speeds. Can we even comprehend what this will look like as that relentless doubling of processing power, storage and bandwidth forms vertical lines that go straight off the charts?

This accelerating rate of change is as certain as the sun rising in the east tomorrow morning, and it's going to sweep across our landscape like the technological tsunami it is. It will burst through every industry and every institution, metamorphosing everything and leaving nothing untouched in its wake. It will catastrophically disrupt every aspect of every industry and every aspect of human activity — *except for those who see it coming*. ●

Transform

According to the *New Oxford American Dictionary*, change means “to make something different,” while *transform* means “to make a thorough or dramatic change.” It is a difference of degree, but that degree is

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so extreme that it becomes a *qualitative* difference.

Changing means continuing to do essentially the same thing, only introducing some variation in degree. Build it a little bigger, smaller, faster, higher, longer. Increase the marketing budget. Add a few staff to the department. Build a snazzier-looking SUV. Come up with a new slogan. But GM cannot be fixed by *changing*, nor can the recorded music industry or television networks survive simply by *changing*. Embracing change is no longer enough: We need to *transform*.

In the early 1990s Barnes & Noble superstores changed how we shop for books. By the mid-1990s, Amazon was *transforming* how we shop for books, which then transformed how we shop for everything.

Why You Must Transform the Box

In the 1990s, we were telling ourselves to “think outside the box.” It’s a neat image, evoking creativity and unconventional thinking as a way to arrive at ingenious new paths and solutions. Here’s the problem with thinking outside the box: We all know that no matter how creative we get during the weekend seminar, come Monday morning we’re going to have to crawl back *into* the box again and deal with our current reality. The problem isn’t that we need new ways to simply step outside the box — we need to completely transform the box itself.

In fact, whatever your box is — your job, company, career, situation — it is going to transform whether you like it or not. There is no field or profession, no business or organization, no country or society that is not going to transform dramatically and fundamentally over the years ahead.

The New Golden Rule of Business

The old Golden Rule in business was to find out what your customers wanted and give it to them. “Do unto others as they want to be done to.” Today, if you ask your customers what they want and you give it to them, you’re missing a huge opportunity because their answers will never give you more than a fraction of your potential.

Our capabilities are changing far too rapidly for this old rule to be useful. Customers today don’t know what they want because the things they most want are things they don’t yet know are possible. Customers did not know they wanted an iPod until Apple gave it to them.

The new Golden Rule in business is this: *Give your customers the ability to do what they can’t currently do but would want to if they only knew it was possible.*

To survive and thrive, look into your customers’

visible future, look at their hard trends, at what you’re certain about regarding their future. See what problems they are going to have and solve them before they happen, so that by the time they’re just starting to experience the problem, you already have the solution. ●

Take Your Biggest Problem — and Skip It

The year was 1865, and the British Empire faced a problem that possibly threatened its very existence. Spurred by the development of the steam engine, an epic shift had been taking place for decades, an accelerating boost of productivity and standard of living that people were starting to call an *industrial revolution*. It was the fuel that drove this revolution that was at the heart of the problem, or more accurately, the looming shortage of this fuel, as the great British economist William Stanley Jevons had just spelled out with crystalline clarity in his latest book. In *The Coal Question*, Jevons surveyed the matter with thorough precision and predicted that Britain’s coal capacity would soon reach its peak, thereafter causing the decay and collapse of the empire.

History would prove Jevons right — and wrong. British coal production did peak within decades, just as he predicted, but it hardly mattered, because by then the Industrial Revolution had learned how to run itself on a new fuel, one that Jevons himself had dismissed as impractical. On Aug. 27, 1859, a retired train conductor named Edwin Drake sank the first successful oil well in Titusville, Pa. Six years before the publication of *The Coal Question*, the petroleum age, which would carry the Industrial Revolution to heights that Jevons and his contemporaries could scarcely have imagined, had already begun.

Running out of coal was not the real problem. The problem was running on coal in the first place. Coal was not a problem we needed to solve — it was a problem we needed to skip over altogether.

Your Problem Is Not Your Problem

Here is an exercise: Close your eyes for a moment and ask yourself: *In my work, what is the biggest problem I’m facing right now?* Keep your eyes closed until you’ve come up with an answer.

Our biggest problems have a way of sitting right on our shoulders, ready to jump in and make their presence known at a moment’s notice.

To get maximum benefit from the exercise, you may want to jot down your answer. Now, with that biggest

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problem firmly in mind, here's what we're going to do: We're going to take that problem ... *and skip it*.

Mired in the Mud

The typical approach is to grab that problem and attempt to *solve* it. The problem with trying to solve your problem is that in order to solve it, you engage it, and by engaging it, you embrace it — which often leads to getting your wheels mired in the mud of the problem, stuck in crisis mode and unable to move forward.

Flash foresight takes a different path. Rather than engaging with your biggest roadblocks by confronting them, you'll find you can simply leap over them.

Skipping your biggest problem means stepping outside the flat plane of the existing situation and gaining a clearer perspective, and this often triggers flash foresights that lead to new opportunities far bigger and more productive than you could have imagined based on the original (incorrect) problem you were trying to solve. ●

Go Opposite

My consulting business has an education division dedicated to helping our nation's schools. As part of this work, we created a program we call Designing Thriving Schools. The program, which revolves around creating flash foresights and actionable strategies relating to whatever challenges are facing the organization, uses two decks of cards, one consisting of Strategy Cards and the other of Technology Cards.

In the early years of the new century, we were in the Detroit metro area taking leaders from a number of school districts through the process. Someone brought up the problem of their crushing budget squeeze, so we set out to explore the issue and see if we could trigger a flash foresight. Someone pulled out a Strategy Card that bore the phrase "Create Income Streams" and said:

"Hey — what if we looked for ways to generate an income?" A public school in a struggling urban district — acting like an entrepreneur? It was totally outside the box.

Someone drew out the Technology Card called "Processor Sharing" and asked, "Is there some way we could use this one?"

Here's what the card says: *Distributed computing allows networked computers to share processing power, turning idle computers into a collective supercomputer.*

"Well," I mused, "let's see. Does your school have any idle computers that are networked?"

No, they told me, their computers were all pretty

much in use throughout the day.

"Throughout the day," I repeated back. "OK ..." and I let it hang, the unfinished sentence suggesting a flash foresight principle: *Opposites work better*. Sure enough, within moments an idea flashed within the group.

"That's it!" shouted the woman who had first pulled out the "Create Income Streams" card. The others turned to look at her, and she explained excitedly: "They're busy during the day. But what about at night?"

In fact, this school had several *thousand* computers that were all networked together and were completely idle from the close of each school day until 8 a.m. the next morning — nearly 16 hours a day. Not counting weekends.

"We've got 16 hours of computer time every day," she went on, "that's 80 hours a week — with weekends, more than 120 hours! Times, what ... say, 4,000 computers? That's ... half a million computer hours every week." She turned to me. "But what can we do with all that potential computing power?"

I said, "Why not lease it out?"

'Supercomputer'

And that's just what they did. They went searching for a company whose products no parent could object to, and eventually leased out their "supercomputer" to a pharmaceutical firm who used the raw number-crunching power of their network of PCs, turning them into a giant after-hours parallel processor to help work out chemical formulas to find treatments for cancer and other diseases.

Months later, that school district was earning six figures per year from that one flash foresight. Rather than being forced to cut some of their most cherished programs from the budget, they were able to supply the needed funds from their own coffers. They hadn't had to sacrifice a thing or invest a dime to generate those funds, either; all they'd needed was the flash foresight principle: *Go opposite*. Public school systems are generally on the receiving end of funds. This school system decided to see themselves as fund *generators*. ●

Redefine and Reinvent

Transformation is an accelerated, magnified force of change. Redefining and reinventing is a way of harnessing that wild force and applying it to a product, service, industry or career.

In a sense, transformation is a hard trend, while rein-

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vention is soft. Transformation is going to happen, all around us and also *to* us, whether we want it to or not. Reinvention, on the other hand, will happen only if we make the decision to do it — and if we don't do it, someone else will.

Rewrite Your Own History

You might think of it this way: We have each been dealt a hand from the same deck of cards. We cannot change what's on these cards; they are the transformational hard trends of our world and our future. And if that were all there was to it, there would be no point, no hope, no options to change or improve the future; it would all be *predefined*. But that's *not* all there is to it, because you also have a wild card in that hand. That wild card is *you*. You have the option to anticipate the coming transformations in your field, your industry, your career and your life, and approach them proactively. How? By redefining and reinventing. Redefining and reinventing means seizing the opportunity to rewrite your own history — before it happens.

In the coming years, dramatic new developments are going to be flying at you so fast, from so many places and so many competitors, that it will become easier than ever to be overwhelmed. In a transformational time, disruption multiplies. The only solution to this increasing dilemma is to become experts at reinventing ourselves, our careers and everything we do.

Your basic nature, personality and talents don't change much over time. But what you know, what you learn and what you do can change a good deal. People who have been laid off or fired from their jobs can hope they will find another job just like the one they lost, or they can learn new skills and shift from an industry in decline to working in an industry that is growing, both today and into the visible future.

When you combine self-reinvention with the certainty of hard trends, you are bound to create a huge win, both in the marketplace and in life.

The Reinvention Imperative

Reinventing oneself has always been a powerful strategy. But in the past, corporate and product reinvention was an *option*; today it is an *imperative*. We live in a unique context, an environment we've never seen or experienced before. We have never had this kind of processing power and bandwidth, this kind of runaway acceleration in technological capacity, and it has completely transformed our relationship to the concept of *stability*. In the past, stability and change were two contrasting states: When you achieved stability, you did so

despite change. Today, change has become an integral part of stability: Today, you can achieve stability only by *embracing* change as a continuous and permanent state. ●

Direct Your Future

Flash foresight starts with seeing the certainty of hard trends and, based on that, learning how to anticipate accurately. It also lets us see soft trends as factors we can influence to shape a better future. But it's not enough to *see hard trends and soft trends, anticipate, transform, go opposite, skip your biggest problems and reinvent yourself*. These are all valuable and vital steps, but there is something larger and more embracing: We need to actively shape our own future.

Directing your future is the conscious exercise of your creative capacity to envision and rewrite your future life and career that wraps all the other flash foresight principles together.

If Martin Luther King Jr. had stood on the steps of the Lincoln Memorial on that hot August day in 1963 and declared, "I have a plan," he would have sounded like a politician, and nobody would have remembered the words. But that's not what he said.

Our vision of the future drives our choices and our behaviors, which produce our outcomes and shape our lives. We become what we dream. Which means that if we want to know what we are becoming, we need to ask, what are we dreaming?

The Character of the New Future

We are shifting into a fundamentally different economy, one based on abundance, rather than on scarcity, because of our changing relationship to information. This changing relationship also brings with it three forces that will be critical to shaping our future: *communication, collaboration* and *trust*.

Informing is one-way and static, doesn't necessarily lead to action and tends to waste time. Communicating is two-way and dynamic, typically results in action and tends to save time.

When you share information, you simply inform. When you have a two-way dialogue to establish the best result by sharing knowledge and wisdom (that is, consultative value), you have entered the communication age.

Collaboration

The second key force shaping our future is *collaboration*. Collaboration is as different from cooperation as transformation is from change. When you and I cooperate, we are doing our own thing as we make some

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accommodations for each other. When we collaborate, we are not simply making room for each other's creations, we are *co-creating* the future together.

Collaboration is a function of genuine communication. The facilitated communication environment of the Internet becomes a productive cycle that amplifies itself: Communication fuels collaboration, which fuels more communication, which fuels more collaboration.

Trust

Trust is the third force that will play a major role in our future. In the communication age, trust has assumed an entirely new economic and structural significance. In an industrial economy based on physical resources, trust was important, but if it was broken, few would find out. In today's electron-based economy, if trust is broken, people tweet it to the world.

Digital trust is the trust that develops between people who will never see or meet each other physically. How do you create digital trust? The same way as any other kind of trust: by operating with honesty and integrity and delivering on your promises.

Every time you implement any kind of change, you are presented with an opportunity to escalate trust, or to undermine and diminish it. The future is all about relationships, and good relationships are all based on trust. ●

Epilogue: An Experiment

I thought it would be interesting to conduct an entrepreneurial experiment with myself as the guinea pig.

In August 2009, I filed the papers creating a new company, Visionary Apps.

Our first product turned out to be a trio of products: Complete Foreclosures, Complete Homes and Complete Rentals. We called it the Complete Realty Suite.

Complete Foreclosures lets you search more than 1.6 million foreclosure listings nationwide, with new listings appearing every time you open the app.

The smartphone's GPS technology lets you quickly locate homes on the go with an interactive map, just like the maps app that comes standard with the iPhone: When you look for homes in a certain area, little pushpins drop down on the map. You can touch any pin and it will expand to show you the address, price, how many beds and baths, the year it was built and other typical descriptive information. The app also provides pictures and satellite aerial views of each property and its neighborhood, as well as driving directions to the home.

The other two apps, Complete Homes and Complete Rentals, are very similar in scope and feature set, allowing users to find national listings and information on real estate agents, and to search for apartments and rental homes.

The Launch

We launched the Complete Realty Suite on Monday, Feb. 22, 2010.

That first week, the Complete Realty Suite was covered by the *Wall Street Journal* blog and then reviewed in *Forbes*, *BusinessWeek*, *Bloomberg*, *USA Today* and about three dozen other major publications. *Forbes* called it "a must-have tool for serious real estate investors." By the end of the first week, it was No. 6 on Apple's list of most-downloaded business apps, and No. 17 on the most-downloaded list of *all* apps.

Because we used certainty based on anticipating the transforming nature of technology, because we jumped ahead by skipping over the current limitations of the app world and used every opportunity to do the opposite of what others were already doing and because we constantly asked ourselves how we could redefine and reinvent, within some eight months we had developed a revolutionary business that was already drawing significant income and was, for all practical purposes, infinitely scalable.

Surfboards don't have engines: Just position them in the right place, point them in the right direction, keep your balance, and the pull of the wind and waves does the rest. That's exactly what we did.

The reason we didn't need massive capital financing or a big staff is that we designed the concept, from the very ground up, based on where trends were going. All we had to do was put ourselves in the right place, point ourselves in the right direction and keep our balance. The onrush of technological transformation provided the power.

You can do that, too! ●

RECOMMENDED READING LIST

If you liked *Flash Foresight*, you'll also like:

1. ***Leading Outside the Lines*** by Jon R. Katzenbach and Zia Khan. Katzenbach and Khan examine how two distinct factions together form the bigger picture for how organizations actually work.
2. ***Now Build a Great Business*** by Mark Thompson and Brian Tracy. Two expert authors offer straightforward, powerful strategies to ignite growth in your business.
3. ***Turnaround Leadership*** by Shaun O'Callaghan. O'Callaghan pinpoints five areas of leadership expertise that need to be mastered to recover after a crisis.