

# Emergent Global Perspectives in the Wake of a Pandemic:

*Making sense of the present, facing the future, and  
re-imagining culture, work, and marketplaces*

A production of:



June 2020

[www.GreySwanGuild.org](http://www.GreySwanGuild.org)

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# Acknowledgments, Our Origins, Distinction & Hopes

A huge thanks to the 200+ people and four organizing groups who forged this report as founding members of The Grey Swan Guild and reached out to their communities to make it even better. You gave freely and passionately, and we are extraordinarily thankful and honoured. Let's celebrate in person when this crisis is over.

## **Our origins: An urgent need to make sense of the pandemic brought our movement together:**

In response to the first shocks we felt in the early days of the pandemic, we exchanged messages and then hosted informal conversations to process what was occurring. We didn't know where these discussions would go, but they yielded a common thread: ***How could we make sense of this new world?*** Other people were thankfully thinking the same thing. So, this venture was born.

## **Our distinction: Many groups are reflecting on post-pandemic "nexts." Why us?**

- We've sense-made what's happening now but also gotten ahead of the future with richer information and inspiration.
- We've engaged leaders globally and invited them to rise, pivot and act in the wake of the world's biggest challenge.
- Forget the lone wolf; we know collaborations always produce better answers and thus we've built a global hive of thinkers.
- We are rational optimists, balancing evidence & research with perspectives that reimagine the future.

## **Our hopes: We've grown organically, intentionally, serendipitously. Now, help us expand our impact.**

If you haven't heard of us, it's because we're new. We've grown to 200+ members through word of mouth. From crisis comes opportunity. If what you read in this document resonates, join us. Our next iteration of sensemaking lands in Sept'20— [help us build it!](#)

The Grey Swan Guild's  
early voices and Wave  
I leaders:



Andrea Kates




Sean Moffitt



Rob Tyrie





“It is hard to take a long view in  
the midst of a crisis.”

Dave Marvit, Founding Guild Member

Emergent Global Perspectives in  
the Wake of a Pandemic



# Grey Swan Guild - Global Sensemaking Challenges

Our global guild is a community of sensemakers and acts as an action-based think tank. We are made up of established experts, rising stars, and impassioned agents for positive change across many professional domains, geographies, and demographics.

## Why Grey Swan?

- Everybody talks about black swans, but a “grey swan” is a term used to describe a potentially very significant event that is considered unlikely to happen but still possible. As there is a slight chance the event will occur, it should be anticipated, particularly as it could shake up civilization, the world economy, culture, marketplaces, workplaces and life.
- A “guild” is an organization of persons with related interests, goals etc. especially one formed for mutual aid or protection.

**You are here because you have a critical stake in the future.** We invite you to engage with our collective, to support our mission, to offer your own perspectives, and to help us build better futures. If you embrace our values (shown inset), find out what we do and perhaps join us.

[www.greyswanguild.org/about](http://www.greyswanguild.org/about)

**One movement. Many perspectives. Many paths.**



**Collaborative**  
Committed to the collective good



**Purposeful**

Evidence-based, helping business, policy & humanity



**Intellectually Curious**


Critical thinking, rationally optimistic & aware



**Aspirational**

Can-do spirit, non-ordinary



A piece of white paper with the words "GOOD NEWS IS COMING" printed in large, bold, black capital letters. The paper is pinned to a rough, textured wall. A semi-transparent grey box is overlaid on the right side of the image, containing a quote.

“The challenge is undoubtedly great, however, our will is greater, and despite the barriers, there are many of us who want to help!”

Angélica Arana, Founding Guild Member

Emergent Global Perspectives in  
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# An Invitation

The world came to a grinding halt when borders closed, businesses shifted, people practiced social distancing, and those who could stayed at home to contain a new virus. No country was spared & the global GDP lost trillions (USD), pushing economies to conditions last seen during the Great Depression.

Many conflicting narratives have emerged around this novel coronavirus, leaving many to wonder how to make sense of what has happened and to question whether or not we will ever return to how things were before the pandemic.

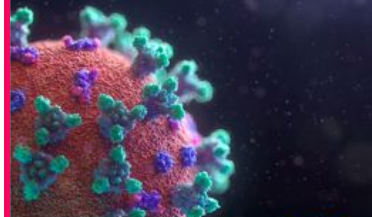
When disaster came, most of the world's attention was elsewhere. Where we should have prepared, we ignored. Where we should have acted, we did what was expedient. Where we should have cared for each other, all too often we turned our backs. The pandemic unmasked us. We can do better. In the future, we can make different choices. That future can start now.

**The Grey Swan Guild invites you to join us. Help us define a better world. Collectively.**

We are engaged in curating and creating knowledge through observation, informed futurism, and perceptive analysis. We will now produce quarterly “living” publications and productions that mix emergent global perspectives, sensemaking the world “out there” and providing new lenses on the future. This publication and our website represent our first collective efforts.

We can and must chart a better course beyond 2020 by working together to assert and to influence outcomes. No one person has every answer, but collectively—by pooling our efforts & talents—we will unlock a better future for our world. Collaboration unleashes our powers of observation and innovation to rebuild & provide a better world for our children, their children and all who come after us.

**COVID-19:  
WHAT COMES  
NEXT?**



**THE OLD  
NORM**



**THE NEW  
NORM**

“The COVID-19 pandemic is more than a shot heard around the world, it's the canary in the coal mine reminding us of the risk of neglecting the fact that all humans are connected on the planet. ”

Phil Dillard, Founding Guild Member






# “Emergent Perspectives in the Wake of A Pandemic”

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A bumblebee is shown from a top-down perspective, floating on a dark, reflective surface of water. The bee's body is yellow and black with a prominent red patch on its abdomen. Its wings are spread out, and it is surrounded by concentric, dark ripples that emanate from its point of contact with the water, creating a sense of movement and impact.

**“What happens in one distant corner of  
the world will affect my corner as well.”**

Alex de Carvalho, Founding Guild Member

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# Executive Summary

In this publication, **we present evidence that the world has reached an inflection point**, with irreversible changes to how people live, lead, learn, and love. Having spent time facing uncertainty and fear, people are finding new meaning, priorities, and ways to work and contribute—indeed, new ways to “become.” With so much immediate change triggered by the pandemic, sense-making brings meaning and purpose to life, as people (must) find new ways to build a career, create a family, and participate in their community.

We offer you a *thinking* lens, based on the modified eight parameters of the [Presencing Institute](#). These are: **Ecology, Income, Financial, Technology, Leadership, Consumerism, Collaboration and Ownership**. We do not believe this list is exhaustive. It is a place to start, during a global re-start. We do hope this framework offers you a way to think about and make sense of our shared circumstances and disconnects, and that it helps you navigate what we have presented in this publication and [online](#).

## ECOLOGY



Balancing growth  
with finite  
resources

The Planet,  
Resources,  
Sustainability

## INCOME



Bridging  
needs and  
wealth

Compensation  
Employment.  
The Workplace

## FINANCIAL



Organizing  
around the  
real economy

Industries,  
Markets,  
Structures

## TECHNOLOGY



Delivering  
tech solutions  
for good

Applications,  
Ethics,  
Progress

## LEADERSHIP



Rising to new  
pressing needs  
& challenges

Mindsets,  
Practices,  
Principles

## CONSUMERISM



Connecting to  
sources of basic  
need & happiness

Behaviors,  
Commerce,  
Values

## COLLABORATION



Redrawing  
competition  
vs. cooperation

Ideas,  
Networks,  
Participation

## OWNERSHIP



Determining  
individual rights  
vs. the commons

Fairness,  
Models,  
Rights

# The Path Ahead: Live, Love, Learn, Lead

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As a group, we believe the path ahead is better than the one behind, and that we can get ahead of our shared future by combining our information and inspirations. We have curated **a mosaic of views** (written between April 8 - June 2, 2020), supported by evolving evidence and ongoing research, to create new avenues of thinking, creativity, and to explore unique possibilities in business, education, policy and governance.

You will find our research interspersed throughout this document and on our website. We offer findings from our ongoing Grey Swan Guild intelligence work and expert poll: **"Making Sense of a Pandemic,"** as well as our curated statistical pulse: **"The GSG Pandemic Dashboard"** (visualized on slide 17), as real-time sensemaking tools.

Along with more than 60 global points-of-view contributions, we offer a comprehensive look at four modalities of human experience: **Live, Love, Learn, and Lead**. We chose these four emergent themes as a way to begin to make sense of the wide range of perspectives offered here and to apply the insights arising from them. In and of themselves, they offer a new way to view the current global circumstances. We consider this approach a *feeling lens* with four facets.



CORONAVIRUS  
STAY AT HOME  
PROTECT THE NHS  
SAVE LIVES



# Our Four Themes

---



**LIVE** - our lives are forever affected but how and in what ways? And if it is permanent or not remains to be explored.



**LOVE** - the pandemic has shifted the limelight to what may be truly most important—family, local society, global society, the earth, humanity—in other words, love.



**LEARN** - the only way to fully use the power of creativity is to enter with a beginner's mind to unlearn, and then learn into the emergent and unknown future.



**LEAD** - each of us holds the key to how we integrate (or not) the learnings from this pandemic, that present us with an unlimited number of outcomes. We are each leaders: at home, at work, and in the new future.





**LEAD**



**LEARN**



**LIVE**



**LOVE**



# The Journey Continues

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We invite you to explore diverse points of view. While we cannot define the future, we know that our path to a better world depends on each of us becoming a leader or champion for change. Our goal is to offer you new ideas to build your future, to live as a leader.

Our document is designed to interplay with our website ([greyswanguild.org](https://greyswanguild.org)) and content touchpoints (e.g. [Facebook](#), [Instagram](#), [LinkedIn](#), [Medium](#), [Twitter](#)). We will keep the conversation and collaboration going as the impact of this pandemic will last well beyond this current seasonal cycle. Please consider joining our guild, adding to our conversations, contributing to our foresights and improving our sensemaking skills. We have a range of activities and events to participate in, outlined on pages [84](#), [85](#), [86](#) and [87](#).

**The Grey Swan Guild is committed to the collective good.** Hopefully our effort builds paths to progress. Our findings are purposeful and evidence-based with a rationally optimistic tone. We value the “can-do” spirit that finds non-ordinary ways to create an aspirational future. Now is the time to chart a new course. In the future. We can make different choices. With eyes wide open and hearts tuned in, we invite you to join us in creating that future.

Sincerely,

*The Guild*

Our publication coincides with the mass civil rights protests across the US and worldwide which erupted after the death of George Floyd, a Black American who perished at the hands of law enforcement officers.

We recognize the COVID-19 pandemic has disproportionately caused illness and death in the Black community—a result of many factors.

This publication explores the changing landscape of business, culture and society as we have adjusted to COVID-19.

We may examine the repercussions of the class and racial divides as a guild (see future Grey Swans on page [50](#)) in a future publication.

# The Future Course of the Pandemic

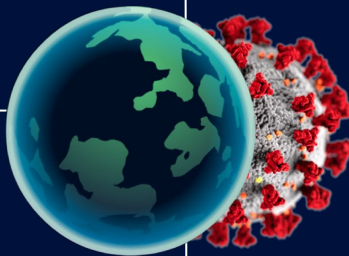
Throughout this report, we have interspersed findings from our ongoing guild expert poll: *"Making Sense of a Pandemic."*

**"After this pandemic settles, more than half of us will work from home"**

68% AGREE

42% AGREE

**"The pandemic will be the biggest shock to our world in our lifetime"**



**"The future of the classroom is now online"**

54% AGREE

24% AGREE

**"We will get close to reaching a new equilibrium by Jan. 2021"**

Source: "Making Sense of a Pandemic" Global Intelligence June, 2020 - Question: "Debates: Agree/Disagree"



# The GSG Pandemic Dashboard (June '20 Quarterly)



A snapshot that provides statistics in important areas that cover the key impact of the pandemic and lenses in this report.

7,008,556 cases  
402,686 deaths  
*Deaths peaked 4/15*

LIVES IMPACTED

\$17.1 Trillion Invested  
as Economic/Crisis  
Response

GLOBAL PANDEMIC SPENDING

30x higher chance  
of fatality -  
*people in their 60s vs. 30s*

HEALTH RISK BY AGE

69% of people  
agree  
*(down from 80% April 1)*

SOCIAL DISTANCING

*"We should continue it despite economy"*

Urban Pollution -40%  
London -48%,  
Delhi -79%

AIR POLLUTION DROPS

54% very worried  
32% somewhat  
*Peak worry 3/29*

ECONOMIC INSECURITY

Dow Jones -6%  
FTSE -15%  
Shanghai -5%

STOCK MARKETS YTD

30X growth  
Peaked - 300M users  
*(vs. 10M in Dec'19)*

ZOOM VIDEO PARTICIPANTS

Morrison (Aus) +31 pts.  
Trudeau (Can) +23 pts.  
Merkel (Ger.) + 18 pts.

LEADER APPROVAL  
RATING CHANGES

Anxiety (25%)  
Under-exercising (24%)  
Overeating (20%)

GLOBAL INCIDENCE RATES  
AILMENT/HEALTH CONDITION  
AS A RESULT OF COVID-19

75% agree  
17% disagree

MAKING THE ENVIRONMENT  
A POST-COVID-19 PRIORITY

24% Black  
*(vs. 13% of population)*

RACIAL PROFILE OF  
COVID-19 DEATHS (USA)

# LIVE

Making sense of living through a  
pandemic, together.

60 diverse points-of-view,  
research, evidence, and  
resources to help.



# Living Through a Pandemic: Sensemaking



Rob Tyrie

How do you live through a pandemic? When our guild began a few short weeks ago, we hoped to offer perspectives for business, culture, the economy, society and the workplace in **a post-pandemic world**. We invited thoughtful, committed people from around the globe to share their points-of-view to help make sense of the world in the wake of COVID-19. Yet, here we find ourselves, still in the midst of a pandemic with the future filled of uncertainty. Together, we are attempting to understand what is occurring and to forge a new future.

A neologism is a fancy way of saying "new word," a word that is novel and new. Living with the pandemic means learning to live with the new. COVID-19 is defining a new global vocabulary: *Coronavirus*, *COVID-19*, *serology test*, *hydroxychloroquine*, *vectors*, *contact tracing*, *prophylactic treatment*. Many of those terms are new to most of us. How do we make sense of that?

Metaphors are strange: The *virus burns across borders*, countries try to achieve *herd immunity*, we have to *flatten the curve*. On top of the strangeness of language, there is the speed of change and the volume of daily information, much of it confusing and contradictory. The virus itself is fast-moving and unpredictable. It's frightening. People are dying. We can't help but wonder if we or our loved ones are next.

**We need to make sense of the world we are living in, and we need to do so together.** In this document, we offer you more than 60 diverse points-of-view, research, evidence, and resources to help.



# Sensemaking: An All-Star Roster of 40+ Resources



We think these are some of the most interesting, thorough and reliable sources of data and insight about the pandemic to-date and what may yet happen. Use these curated sources to understand new and emerging issues and facts:

## Reports and Blogs

- [VoxEU - Covid-19](#)
- [World Economic Forum - Coronavirus](#)
- [World Economic Forum - Strategic Intelligence](#)
- [The World Bank - Coronavirus](#)
- [ILO & The World of Work](#)
- [Pew Research Center and The Coronavirus Disease](#)
- [The Meeker Report - Coronavirus](#)
- [Diamandis - Futureloop](#)
- [John Hopkins - Coronavirus](#)
- [HBD Robert Half](#)
- [TED Talks - Pandemic](#)
- [Medium - Coronavirus Blog](#)
- [The Financial Brand](#)

## Polls and Trackers

- [E-Poll Post-Pandemic](#)
- [FiveThirtyEight](#)
- [Visual Capitalist](#)
- [Nielsen](#)
- [Devex - COVID-19](#)
- [Worldometer](#)
- [Statista - Corona Facts](#)
- [Harris Poll - COVID-19 Tracker](#)
- [Our World In Data](#)
- [The Covid Tracking Project](#)
- [IHME - Covide-19 Projections](#)
- [Research Center](#)
- [Ipsos Global Polls](#)
- [Morning Consult; Coronavirus](#)
- [Gallup - COVID-19 Leading Through Disruption](#)

## World News

- [Business Insider - Coronavirus, Business & the Economy](#)
- [NPR Coronavirus Live Updates](#)
- [The New York Times - The Coronavirus Outbreak](#)
- [South China News](#)
- [World Health Organization](#)
- [Washington Post - Coronavirus](#)
- [The Financial Times](#)
- [The Economist - Coronavirus](#)
- [The Guardian - Coronavirus](#)
- [The Atlantic - What You Need to Know About the Coronavirus](#)
- [Maclean's - Coronavirus in Canada](#)
- [BBC - Coronavirus](#)
- [Reuters - Recoveries](#)



They are generally categorized in the four themes and eight categories presented in the Executive Summary. You will find them throughout this and subsequent documents and on our website.

The voices are unique and distinctive, edited lightly for grammatical accuracy and clarity, but left to speak (and shine) for themselves.

Here is a quick look at the interests of our contributors and the themes emerging from their observations.

You can find a directory of all of our POVs toward the [back of this document](#).

- Software/high tech 52%
- Education 32%
- Government 23%
- Media/Entertainment 20%
- Insurance 20%
- Banking 18%
- Retail 17%

- Future of Work 60%
- Technology/AI 47%
- Climate Change 46%
- News/Sensemaking 38%
- Health/Wellness 38%
- Trade/Globalism 37%
- Wealth inequality 27%

Most  
frequent  
words used  
in our  
published  
POVs:



# Making Sense: A Daily Decision

We don't know if these are the right tools and lenses. This is where we've started. The Grey Swan Guild will continue to update our resources, research and perspectives.

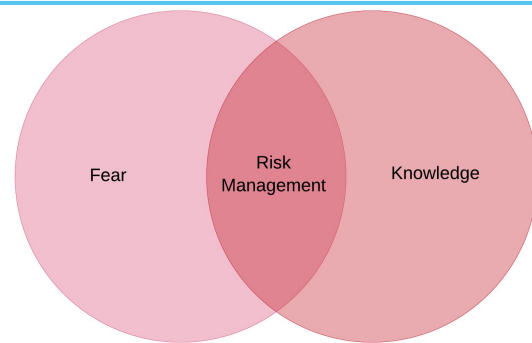
We do know that every day each of us must get up and face living in the midst of a pandemic. Each day we can use information and knowledge to manage fear and mitigate risk.

We can decide to step into personal leadership, balance risks, and work with others to forge the future. We also have a choice about how we approach the vast challenges ahead of us. We can choose fear, or we can choose love. We can choose to learn, and we can choose to lead.

It's the middle of 2020 now, and although the heightened alarms are no longer going off (as evidenced by the inset FiveThirtyEight and Google Trends graphs), perhaps they still should.

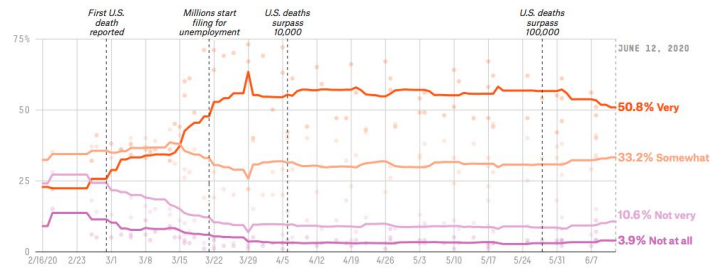
Read on.

Visit [greyswanguild.org/whatsnew](https://greyswanguild.org/whatsnew) for up-to-the-minute sensemaking information and insights



## How worried are Americans about the economy?

How concerned Americans say they are about the coronavirus's effect on the U.S. economy



Google Trends Compare

covid19  
Search term

pandemic  
Search term

+ Add comparison

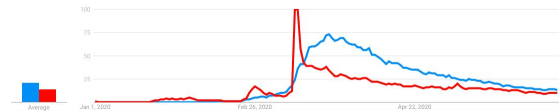
Worldwide

1/1/20 - 6/13/20

All categories

Web Search

Interest over time





Mark Zawacki

## Every corporate innovator needs a new playbook, both for the longer-term and the short-term.

We WILL get on the other side of this, better days ahead! Prior to COVID-19, a storm was already brewing for large incumbents globally pursuing innovation, transformation and digital ("ITD"). There was a lot of activity, but the actual results have been largely quite lacklustre. To wit:

- 96% of all new corporate innovation efforts fail to make a return on investment (Deloitte Doblin)
- 94% of executives globally surveyed are dissatisfied with their firm's innovation performance (McKinsey)
- 83% of digital transformations fail (McKinsey)
- Only 13% of employees are actively engaged at work (Gallup Q12 Survey)
- Only 12% of executives surveyed "strongly agree" their business leaders have the right mindsets to lead them forward (MIT SMR)
- Only 8% of executives surveyed believe their business model will remain viable in the face of relentless digitisation (McKinsey)
- Only 9% of executives surveyed "strongly agree" that their organisation has the skills at the top to thrive in the digital economy (MIT SMR)
- Only 3% of large multinationals surveyed have made material progress at strategic transformation (Innosight)



There are a myriad of structural, organisational, methodological, behavioral, political, cultural and advisorial impediments standing in the way of true transformative innovation. The headwinds on ITD have never been stronger.

In light of the COVID-19 pandemic, every industry is changing before our very eyes. Industry boundaries are flexing, tired business models are being utterly destroyed, and high cost structures forever exposed. Every single industry is under massive upheaval, very little will remain intact and untouched. One only has to look at Retail, Transportation, Hospitality and Tourism, Commercial Real Estate, Education, Energy, Healthcare, Entertainment and Insurance to see the massive changes coming to every sector globally.

The stark paradox for incumbents attempting further ITD initiatives is clear: never has there been a greater time to innovate, yet standing in the way are a variety of significant obstacles including (a) an inability for many corporate innovators to add bottom line value, (b) tired approaches how best to do ITD, and (c) heightened C-suite risk aversion and slashed budgets in light of COVID-19, etc.

Every corporate innovator needs a new playbook, both for the longer-term and the short-term. Over the longer-term, corporate innovators will need to significantly modify several aspects of their ITD model:

- Change the very assumptions by which they pursue ITD
- Materially change ITD measurement and incentive systems
- Identify and adopt more impactful ITD methodologies
- Identify different ecosystems to participate in
- Identify, attract and retain new people with different skills

Over the short-term, corporate innovators will need a new 90-day plan, to get the C-suite aligned for the opportunities ahead:

- Is there tight alignment between C-suite and ITD teams on priorities going forward?
- How are we going to do ITD differently this time to get real results?
- Do we have the resources in place to execute? (financial and talent)

So, are you ready to “rethink everything” and innovate how you actually innovate? It’s time.



Kristian Barnes

## A “Brand” New World: Yesterday is not today. And today is not tomorrow.

The current social and economic impact of COVID-19 is well understood as we are experiencing its effect on our daily lives but as countries start to ease lockdown restrictions, people and businesses are trying to discern what a COVID-19 world may look like.

Societal behavioural changes such as social distancing, working from home, reduced physical experiences such as shopping, events and eating out, and less international mobility are being normalized. These are likely to continue for a while, at least until a vaccine is developed (which is 12-18 months off by all forecasts) and this will affect existing and future brand and consumer relationships.

A recent poll by Ipsos-Mori stated 50% and 70% of people in Australia, UK, USA, Canada, China, France and Brazil do not want any businesses, where large social interactions may happen, to open until COVID-19 is fully under control. More than a third of people say they will continue to practice social distancing, even when lockdown is fully repealed. Even many cultural touch traditions have been shunned such as handshakes and hugging.



For many brands, the “makes me feel good being social” imagery or experience which was the pre COVID-19 consumer relationship/engagement building template is no longer applicable. COVID-19 has shifted societies and individuals’ attitudes towards physical social connections, proximities and behaviours.

Moving forward, brands will not be able to rely on the broad “physical group feel good social” setting or even use touch as a way to connect and entice consumers to their products. Already a number of brands such as KFC and Hershey have had to reconsider campaigns because of this.

Brands are going to have to understand consumers’ new COVID-19 social behaviours and attitudes, on top of any existing demographic and psychographic profiling. For example, are your target consumers happy to go to a packed bar, busy restaurant, crowded mall or packed concert, or not? Without these new insights helping shape brand content and narratives, possibly even product development, a brand could easily find its existing brand equity swiftly eroded in the face of consumer ire.

The COVID-19 pandemic has also accelerated consumers’ expectation of brands doing good, of genuine social corporate responsibility, of not just pursuing profits. This increased ethical focus is reflected in a number of ways, from a site called “*Did they help*” ([www.didtheyhelp.com](http://www.didtheyhelp.com)) which details and ranks brands (and celebrities) positive contribution of good deeds (or not) in the COVID-19 situation; through to public outrage at the reported treatment of warehouse workers by Amazon.

Brands ethical behaviour is under more scrutiny from consumers who have more time to spend on social media and watching/reading the news. It would be foolish of brands to think in these traumatic times consumers are not re-assessing what is important to them, including the brands they purchase and why.

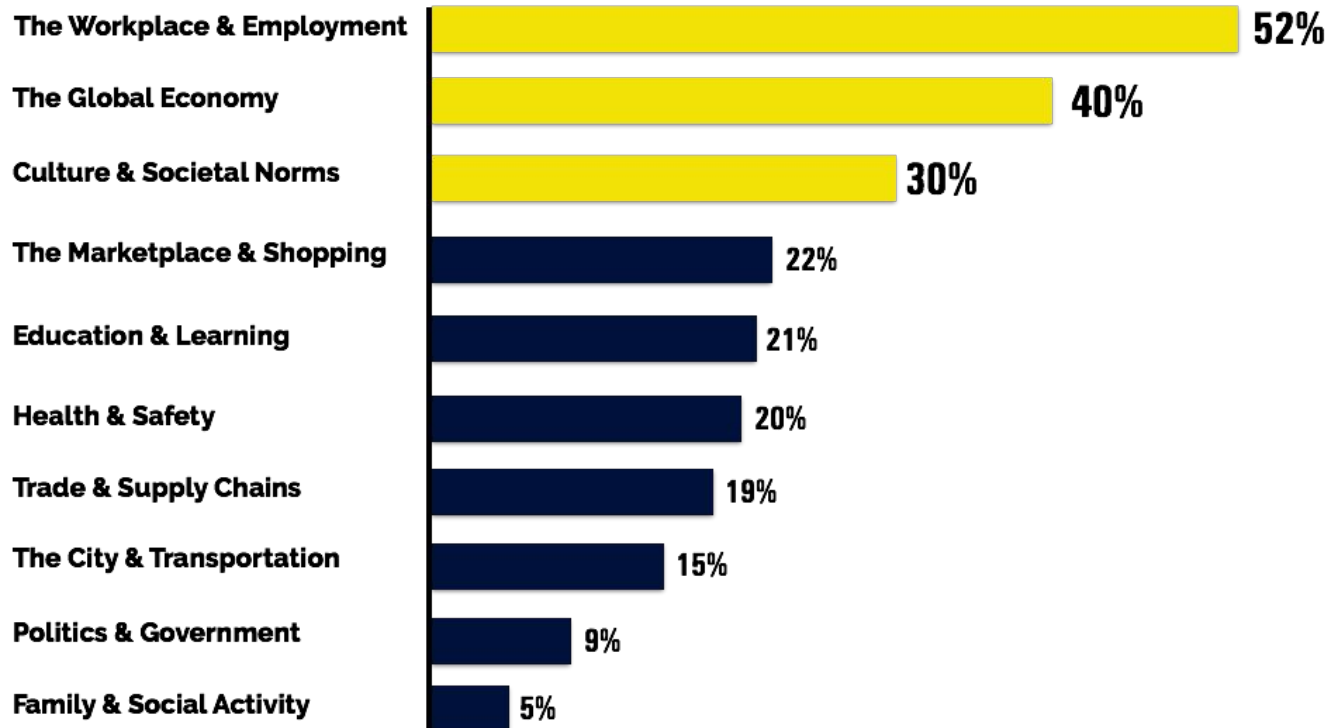
The new normal is yet to be established, but it will not be the same normal as pre-COVID-19. To deliver future growth, brands will have to behave ethically, with insight and understanding of the new social environment.





# Lasting Pandemic Impact

We asked our expert panel: *What will change the most in the long term, after we recover from the wake of this pandemic?* Despite the initial health-related shocks, people believe the workplace, the economy and culture will be the biggest legacy effects from COVID-19.



For a more significant breakdown and analysis of the lasting effects of this pandemic on culture, the economy, the marketplace, the workplace and society, visit:

[www.greyswanguild.org/whatsnew](http://www.greyswanguild.org/whatsnew)

Source: "Making Sense of a Pandemic" Global Intelligence June, 2020 - Question: "What will end up changing the most over the long term, after we recover from the wake of this pandemic: (Choose max of two choices.)"

# Our Universe of LIVE Points of View



*Lone Jensen*

[The Biggest Virtual Experiment Ever](#)

*Kristian Barnes*

[A "Brand" New World: Yesterday is not today. And today is not tomorrow](#)

*Kevin Urie*

[Never in my lifetime has there been a greater opportunity to make a positive impact in the world](#)

*Barry Katz*

[Adapting to the post-pandemic world](#)

*Tony Hofmann*

[Society needs to emerge from this stronger and more understanding](#)

*Sean Moffitt*

[The Post-Pandemic Future Entertainment Will Not be Scheduled](#)

*Ron Tabata*

[The "New Normal": An opportunity to reset first impressions](#)

*Jaime Foucher*

[Seize this opportunity; reimagine a new normal of productivity collaboration and wellbeing](#)

*Ashok Kalyanswamy*

[Communication and trust in a global distributed workplace](#)

*Mike Tobias*

[Coalescing the required conditions for revolution](#)

*Alex de Carvalho*

[Irreversible changes to how we view ourselves, understand our society, and relate to our planet](#)

*Janice E Hill*

[Work Life Balance](#)

*Daniel Steiche*

[Now is our time to start eating ourselves well](#)

*Emma Warrillow*

[Will Covid change the way we view data and privacy?](#)

*Anna Foat*

[Less is more, but what does the future hold?](#)

*Mark Zawacki*

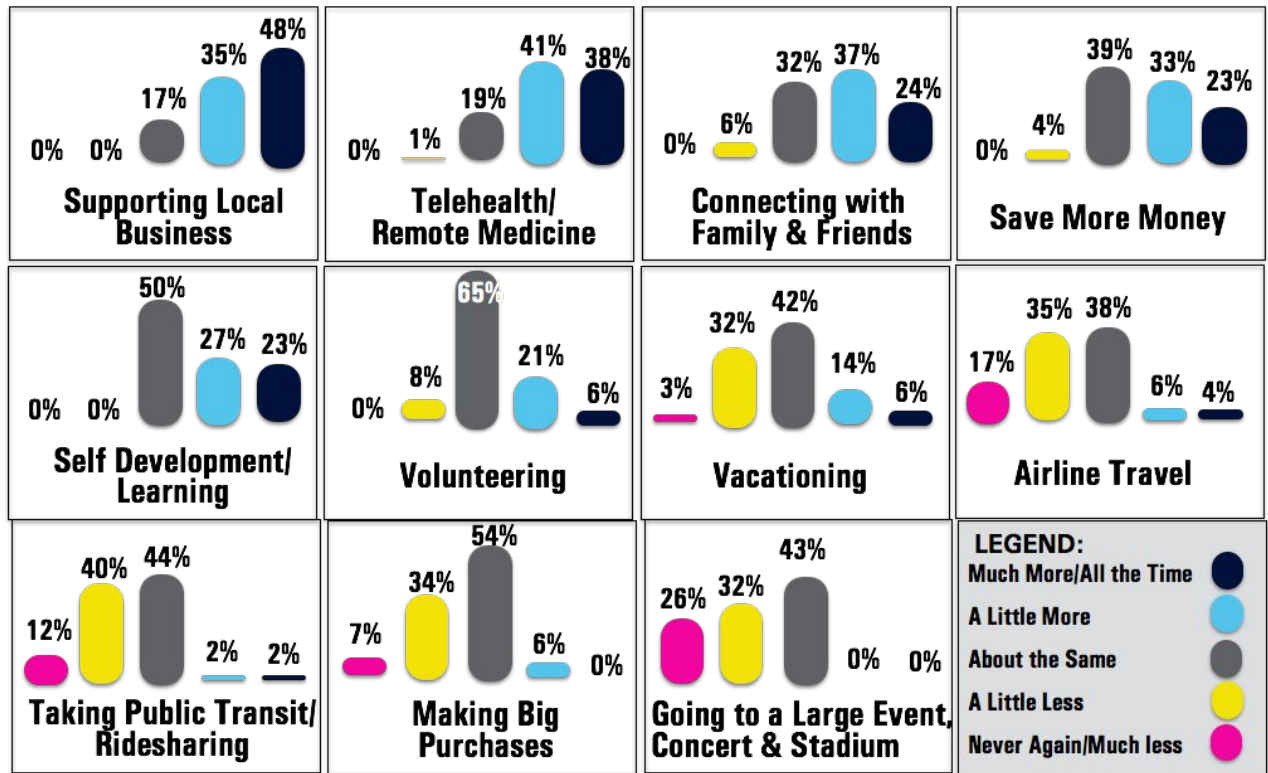
[Every corporate innovator needs a new playbook, both for the longer-term and the short-term.](#)

*Vicki McLeod*

[Dreaming Up a New Reality: Becoming in a COVID-19 World](#)

# Activity Frequency - Will we be doing more or less, post-pandemic?

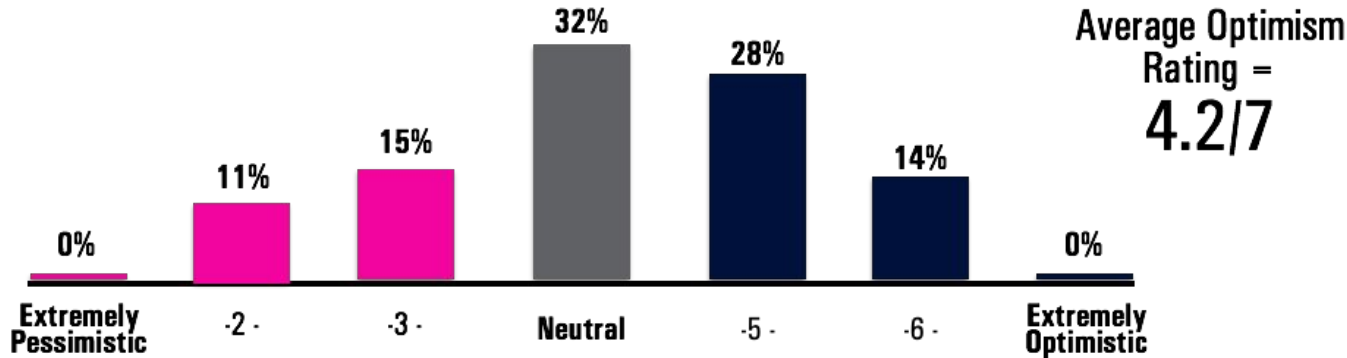
Supporting local businesses, experiencing a radically-changed e-health care system & stashing away more money appear to be biggest day-to-day lasting activity changes from COVID-19; large scale events and big asset purchases will find it tough to generate future traction.



For a fuller understanding of the pandemic's effects ongoing effects on key life and work activities, visit:  
[www.greyswanguild.org/whatsnew](http://www.greyswanguild.org/whatsnew)

# Current Optimism Level: stuck in the middle of a pandemic

Our pool of respondents are torn between hope & opportunity to reset and recognition we are only at the start of what might be a painful climb.



"We're only at the beginning of this journey. I'm afraid it might get very tough for people emotionally & financially, more than what we've seen so far."

"While we have a long way to go, we have learned a lot already and will continue to learn. We will need to strike a balance of risk."

"Humans are resilient and there is an emerging collective interest in keeping each other safe and designing a new future."

"Realizing a long slow painful recovery with countries laden with debt, structural unemployment and the poor and disenfranchised falling through the crack"

"I feel stuck in limbo, wondering about the 'second wave'"

"I am relying on evidence based data so at the moment it is unwise to be too optimistic or too pessimistic"

The pandemic triggered an incredible speed of innovation. Though the first wave was rather intense and shocking, reactions and looking for change opportunities, or just hope emerged at a previously unseen pace."

Let us know how optimistic or pessimistic you are feeling about this pandemic, we'll track sentiment every month on key measures.  
[www.greyswanguild.org/whatsnew](http://www.greyswanguild.org/whatsnew)

# LOVE

Reinstituting love as the  
foundational nourishment of  
happiness—love of self, of family, of  
local society and neighbors, love of  
country, humanity and the earth.



# Care globally. Help locally. **Love** endlessly.

While millions of front-line and essential workers still had to go to work each day, the global pandemic forced so many of us to stop—in nearly every aspect of life, and in nearly every corner of the globe. Emerging from this global pause is the opportunity to re-evaluate what matters most to us. In many parts of the world, the focus shifted from external obligations and commitments to a central focus on life-at-home, including working and conducting business, educating our children, and finding new ways to communicate at a distance with friends and loved ones.

We are focusing on what truly matters, reigniting a commitment to family, local business, and nature. We are building global networks (like this one) afforded by communication technology. We are awakening to the needs and urgent stresses of the Earth—our home—and coming face-to-face with both the inspiring and the deeply disturbing aspects of our shared humanity.

As our Pulsecheck (visualized next to this) demonstrates, we are not sure how to feel about the current circumstances. What is the balance of hope versus despair? Optimism versus pessimism? What does it mean to live together through a pandemic? What about the most vulnerable in our society? How do we choose love over fear?

We believe the path forward includes a conversation about loving one another, and our planet. As a service to this conversation we've offered you the lens of four L's – Live, Love, Learn and Lead. **At the epicenter of this frame lies Love as the core**, and the true potential change maker for our emergent future. If humanity can reinstitute love as the foundational nourishment of happiness—love of self, of family, of local society and neighbours, love of country, humanity and the Earth—each decision being made will be taken with greater care and caution going forward in the spirit of true stewardship.

In this section our contributors offer their insights.







Jill Rosenberg

## The Beginning of a New Cultural Renaissance - Who Will Lead The Way?

I'm convinced there will be a cultural renaissance as the world moves through this global pandemic. Artists and creators are well equipped to handle the uncertainty of these times. Resourceful, they rely on their drive, skill and talents to create something from nothing. As keen observers and clever interpreters, their voices and creativity are just the tonic that we need.

Audience expectations have shifted. Despite the shut down of theatres, galleries, concert venues, museums and cinemas, our need for entertainment remains. I'll admit to having consumed more trashy reality TV in the past eight weeks than I have in my entire life. I feel no guilt for this! In between working from home, managing a house full of people and trying to keep the anxiety at bay – I'll take whatever distraction I can get.

I recall the moment when I clued into an important cultural shift. 9:00 pm on a Saturday night, working late in my home office as always. A young singer songwriter, Ezra Jordan, was giving an impromptu performance from his family living room. I tuned in to the livestream for the sake of having background music. But the performance stopped me in my tracks. It was beautiful and profound under the circumstances. I invited other Facebook friends to join in a watch party and soon there were many of us, alone... yet together, enjoying this performance. Made all the more special in the context of the times.



COLLABORATION

Italians singing on balconies may have started it all. Virtual orchestras have come together as have dancers choreographing to video grid layout. As a voyeur of interior spaces, seeing how people decorate is a bonus!

The comedians have not disappointed. My favorite sketch, a soap opera, is *The Longest Days of Our Lives*, with Jimmy Fallon, Will Ferrell and Kristen Wiig using props and costumes they just happen to have. Equally amusing, individuals re-creating terrible art found in charity shops using household items and makeup. One genius created a stop motion video of climbing a mountain and skiing down a hill by lying on his floor, bunching up bedsheets and filming hundreds of poses. John Krasinski has produced an at home news show, *Some Good News*, creating prom and graduation ceremonies for those missing out. Creativity just doesn't go away.

On the flipside, while audiences benefit from this free entertainment, creators face a difficult long-term challenge of how to make a living. Streaming services for music and film have already reduced creator income significantly while big players like Netflix, Spotify and Amazon get wealthier. Elimination of live events will wipe out critical income streams. As resilient as they are, many people in the arts will struggle tremendously.

I believe in a new cultural renaissance but it will require different types of stages, new ways of collaboration, distribution, and compensation models. Who will step up to the plate to take on these new challenges? Who is ready to solve a whole new set of problems? As always, the artists are way **ahead**.



## Going INSIDE - A View From The Bubble

In March 2020, the government in Canada moved relatively quickly to provide emergency financial benefits to citizens to ensure that the population could stay home and stay safe. Canadians moved inside, doing our parts to flatten the curve. Now restrictions are loosening, and we are cautiously expanding our bubbles outward.

However, many are choosing to continue to self-isolate—those who are elderly, immune compromised, or with pre-existing conditions, or those who simply have a very rational fear of contagion and death. If the curve does not remain flat, further isolation may be re-imposed by governments based on age or other factors. Here's a sampling of what's changing in our personal lives while we cocoon within the social safety net:

- There has been a shift away from consumerism, and an increase in what I call "longhand life skills" such as home repair, cooking, gardening, handcrafts, letter-writing, and pet care. Concurrently, there has been a significant digital leap forward in the use of entertainment technology (streaming and gaming) and communication technology, such as Skype and Zoom.
- Forced isolation, uncertainty, awareness of mortality, and the unprecedented nature of the pandemic triggered a host of reactions including fear and anxiety. Our bubbles acted as crucibles for personal awakening, an opportunity for increased self-compassion, mindfulness and introspection. (During lockdown, poet David Whyte offered an online series, "The Courage in Poetry." More than 4,000 people signed up, making his transformational work accessible to the masses and creating a new business model for his team).



CONSUMERISM



Vicki McLeod

- In Canada, there have been nearly 8,000 deaths from COVID-19. We are grieving together, apart. We have lost common public and private rituals for shared mourning and celebration. As well, those in the bubble are experiencing the very real pain of separation from friends and loved ones.
- There is a subtle shift toward re-evaluating the public versus private nature of life in the digital era. There was a glimpse of this pre-COVID-19, as social media engagement shifted significantly from public news feeds to private messaging and communities-of-interest such as Facebook Groups. ("View from my window," a Facebook group started on March 30, 2020 has over 2.3 million members, 500,000 of whom joined in the past month alone.)

People will not feel completely safe outside the personal bubble until there is a widely available vaccine or public testing protocol, regardless of the absence of government restrictions. Still, while inside the bubble they will need goods and services, and to sustain vital human connections.

In an anecdotal poll of my friends, I asked what had changed most in terms of connection during self-isolation. Many noted a new awareness of the limits of digital communication channels. From the poll:

*"I miss being in the beautiful field of love that is created when our friends come together, experiencing that soul to soul connection that is there when we make eye contact..." - FLH*

*"I need **more** than just visual proof of life." -AT*

What is the "**more**" we are looking for? What is afforded by proximity, real eye contact, and physical touch that seems not to be afforded by technology? David Allison of *Valuegraphics* asked a comprehensive sample group what lockdown activities and lifestyle changes they would continue in a post-COVID-19 world. These are the top four:

1. More time with family
2. Communicate more with family
3. More frequent communication with friends
4. Spend time on personal projects/learning/growth

In a world of physical distancing and cautiously curated social contact these activities will need to be pursued in new ways, from inside the bubble or remotely. What are the opportunities for flexible work arrangements, products and services that align with these priorities? More importantly, if we are to sustain physical distance over time, either by regulation or by choice, can we find ways, personally and professionally, to create a "beautiful field of love" and feel emotionally nourished?

# The Guild's Declaration of Love:

## VALUES:

"This crisis changed our relationship with the world, with each other and with ourselves. The global "pause" reaffirmed core values of family, belonging, relationships, security and personal growth, bringing these to the forefront. This may change the definitions of success, at least in North America, and dictate where consumers place their loyalty. As people redefine private life, the face of online marketing needs to change, from selling to helping."

## COMMON GOOD:

"An opportunity to shift the political conversation from "restriction of personal freedom" to "expansion of personal accountability." By choosing to stay home and restrict mobility we are choosing the common good."

LOVE

## EMPATHY:

"Our normal channels for shared celebration and grief are disrupted—we cannot gather together to mourn and be comforted, nor to share joy—rituals must change to accommodate the realities of a pandemic world, and we must be alert to the effects of unprocessed grief on mental and emotional wellbeing."

## OPTIMISM:

"What if the coronavirus crisis is an initiation for humanity? What if, amidst all this suffering and uncertainty, we have an opportunity to rewrite the story of our species?"



# Our Universe of LOVE Points of View



*Anna Hummel-Gumaelius*  
[We cannot breathe in the ordinary](#)

*Ariana Gomez*  
[COVID-19 is nothing but a rehearsal](#)

*Angélica Arana*  
[The unbearable fragility of being](#)

*Vicki McLeod*  
[Going INSIDE: A View From The Bubble](#)

*Arei Bierstock*  
[COVID-19 Shines A Spotlight on Invisible Seniors](#)

*Jennifer He*  
[Reimagining the Future](#)

*Jill Rosenberg*  
[The Beginning of a New Cultural Renaissance - Who Will Lead The Way?](#)

This is the time of invisible hugs  
Of the hold on tight, despite.  
It's now,  
In the world of distance,  
That we can work  
At the invention  
Of remaining together.

- Anonymous

# LEARN

Lead the future > Back to work.

Rethink our potential > Crisis response.

Evolve from post-COVID-19 response to  
futureproofing.





# Learning: We need to evolve from post COVID-19 crisis response to futureproofing



Andrea Kates

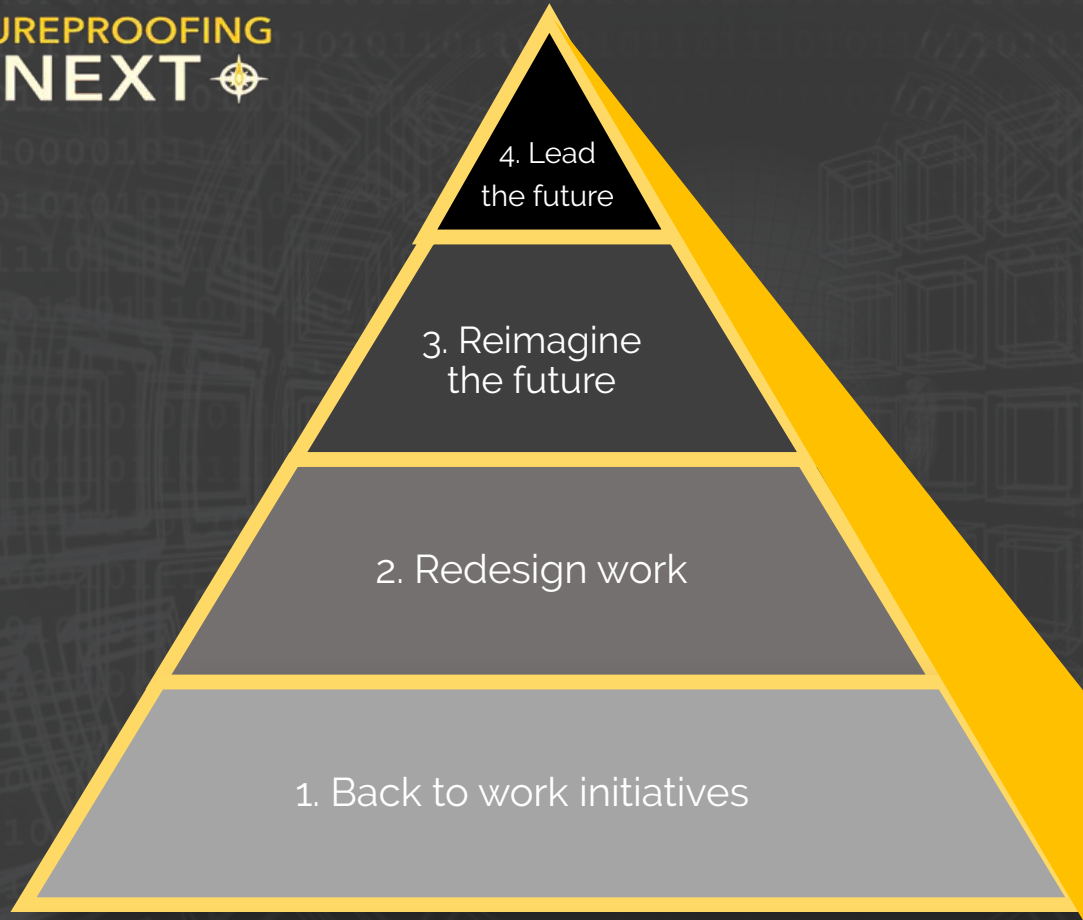
As leaders, we have choices about what back to work will look like post-COVID-19.

There have already been inspiring examples of corporations, startups, governments, community organizations, and local groups that have mobilized rapidly to respond with immediacy and energy to the crisis as it has unfolded. Now's the time to move out of the emergency response mindset and transition into a new mode that integrates the impact and implications of COVID-19 into our business and societal DNA.

We argue that post-COVID-19, organizations, teams and individuals need to learn how to get their followings beyond transactional adaptation toward transformative impact. We need to **"futureproof"**—envision a bolder future and mobilize efforts to get there.

It's obvious that there are some aspects of the world that **can't go back to "as usual."** The forcing function of the COVID-19 crisis response pushed us rapidly into behavior shifts like these that were technologically possible and potentially even inevitable, but which had been lagging in their deployment prior to the *burning platform* of a pandemic:





**Post-COVID-19**

**4-3-2-1**

**Transformative  
Leadership**

**Post-COVID-19  
Tactical Leadership**

# Learning : Futureproofing Cross-Industry, Globally, Humanly

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The near-term impact of COVID-19 put a finger on the scale in core industries and social infrastructure:

- **Work from home** - became a “do it,” not a “think about it” norm.
- **Hunger for reliable, coordinated data** - to track transmission & protect lives—underscored the need for a new infrastructure to knit together data sets from disparate, reliable sources. We realized that epidemiology wasn't the only area where that type of big data mattered.
- **Education flipped** - the paradigm of teacher as teller has been replaced by refreshing workarounds. Online engagement, global access to content, integration of gaming and virtual reality, collaborative learning, just-in-time content delivery have all been exposed as logical alternatives. It's simply a matter of time before those workarounds become mainstream.
- **The world got smaller** - It's clear that borders of disease transmission can't be closed. We clearly saw how differences in cultural and social behaviors affected health outcomes.
- **Social distancing** - We learned to think twice about social proximity, open offices, shared space. We rethought our core assumptions about human interaction closer than two meters apart.

Most dramatically, throughout the crisis, people died. A lot of people. We can't just go back to work without acknowledging what that reality has done to our collective human spirit.

Ultimately, we have been reminded that our employees, customers, customers' customers, supply chain, vendors, competitors are not just “economic units.” We are all ... people.

# Learning : We can't let our imagination wane

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We've observed early stages of inspired crisis response:

- **A creative shuffling of the deck tackling new constraints:** flour shortages solved; hair color sent home; restaurants pivoting to carry out; toilet paper to bidets
- **Outside-the-silo, proactive crisis response and collaboration:** Zoom gave us an information infrastructure; Khan Academy supported school at home; Salesforce and Alibaba mobilized to deliver 50 million pieces of personal protective equipment; LVMH shifted production from high end perfume to hand sanitizer; General Motors, Ventec Life Systems and Dyson manufactured ventilators
- **Ad hoc harnessing of the maker spirit:** individuals engaged in mask making, creativity unleashed in at-home crafts, cooking and global concerts
- **Large-scale collaboration and cooperation:** Healthcare experts around the world formed cross-border challenges to tackle vaccine development and epidemiological tracking
- **Initial back-to-work planning:** Companies have created guides, handbooks and standards to help with replugging our software, moving our desks, rethinking our work spaces, addressing challenges in many industries from travel to restaurants to healthcare.
- **Acknowledgment of early economic impact related to job loss:** lack of income security; the breakdown of traditional supply and demand factors; and reconsideration of entire industries that once seemed to be daily "must haves" implanted itself as a fear about financial security worldwide.

Now, we must do more.

# Learning : Futureproofing and its **Four Different Muscles**



As we're entering a post-crisis response stage, we have a singular opportunity to it right, True learners need to proactively sit down with their teams and take the time to **"futureproof"**—consciously acknowledge their new realities and envision the future they'd like to create. They can't exile change to a distant or theoretical future anymore. Then, they need to engage organization-wide efforts to move learning & leadership beyond crisis response.

**We need to apply four different sets of muscles—representing different levels of impact—all at once. We should start at the top of that pyramid, rethinking our potential.**

**Level 4 Question:** How can we seed an ecosystem that addresses larger, core opportunities and societal impact? What are the second and third level effects of the shifts that have just occurred?

**Level 4 Approach: *Transformative Leadership*.** Change the game. Lead as if our lives and our futures depended on our imagination and impact.

**Level 3 Question:** How can we look across industries and outside of our swimlanes to advance our thinking and corporate impact? What are the second and third level effects of the shifts that have just occurred?

**Level 3 Approach: *Reimagine the Future*.** Recalibrate what's possible

**Level 2 Question:** How do we use what we've learned to do work better?

**Level 2 Approach: *Redesign Work*.** Acknowledge permanent shifts.

**Level 1 Question:** What are the most immediate we decisions we need to make to get back to work? How do we get back to net minimum?

**Level 1 Approach: *Tactical Leadership*.** Back to work adjustments after the interruption.

# Learning : Lead the Future > Back to Work

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Before we start to rebuild, re-measure, and relearn, we need to reclaim a North Star vision that is not simply business as before. We should start by rethinking our post-COVID-19 why: Who do we want to be...next?

## An Example 4-3-2-1: Four Levels of Futureproofing: Example - Post-COVID-19 toilet paper supply

Level 4: *Transformative Leadership* can address global sanitation by creating an ecosystem of collaborators.

Level 3: *Reimagine the Future* teams can tackle water consumption with novel products.

Level 2: *Redesign Work* initiatives can work on alternatives (bidets).

Level 1: *Leadership in the Back to Work* mindset can solve the problems of replenishing toilet paper that's been out of stock.

## Finally, we need to acknowledge the human side of what we've all experienced

We haven't been working from home, we've been living in life-work-home. We can't un-remember the Zoom calls where we glimpsed into each other's lives beyond the 9-to-5. We've seen each other's dogs, kids, houses. We've all felt the fear of getting sick—or worse. We've been reminded of our vulnerability. Our economic stability disappeared. Gaps between haves and have-nots were underscored. The world became a place of uncertainty. **It would be tone deaf to go back to business as before.**

***There should be no “back to work.” Instead, we need to gather our teams to process the impact of what's occurred and proactively commit to initiatives that address all four levels of leadership. We need to futureproof our organizations: embrace the post-COVID-19 realities and insist on stretching our commitment to lead the future.***

# Featured Learn POV 1



Jim Euchner

## Opportunity in disruption

When you relocate from one residence to another, you are far more likely to change the brand of toothpaste that you use than at other times. The same is true of your cable TV provider, your laundry detergent, and where you buy household supplies or furniture. I learned this from Imagitas, a life event marketing company that targets advertisements to those who have recently moved. It does this by including high value advertising with the United States Postal Service (USPS) Change of Address mailings.

Why is this so effective?

When there is a major disruption in your life (a life event), your mind becomes unlocked from many of its habits and assumptions. You are willing to try new things—even a new toothpaste. Other common life events include getting married and having a child.

We are now in the midst of a major, global, shared life event—a pandemic. People are unlocked from almost all of their old habits and buying patterns. They are trying new things out of necessity (like Zoom meetings or door-to-door grocery deliveries) or just because they have the time and are open to it (like virtual cocktail hours or online courses). User innovators in hospitals and warehouses and factories are solving problems because they have to. Barriers to trying new things, including regulatory barriers, are being swept aside.



COLLABORATION



This willingness to try new things is as true in the B2B sector as it is with consumers. Many manufacturing companies, for example, have been stalled in driving usage of their smart, connected products and remote diagnostic capabilities. Their customers just didn't see sufficient value in them. But now customers are willing to try anything that might help to keep operations up and running while face-to-face support is restricted. Smart companies will use the time to both drive adoption and to learn from customers what they really value and what they are willing to pay for.

This willingness of customers to try new things is one reason that now is a great time to innovate. Your customers are more open to trying things. Their attitudes and habits are not set in concrete. It might be easier to get acceptance and trial of a new idea - and also easier to collaborate with customers to make your offering better.

But the time to do this is now!

How are your customers' behaviors becoming unlocked?  
What might you do to take advantage of this?

## Behaviour Changes - Standout Post-Pandemic, Purchase Categories

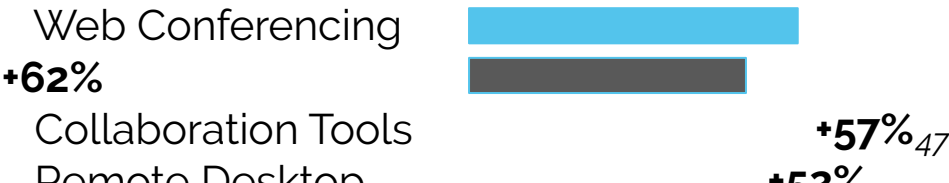
**Online Purchases:** (Bazaarvoice, Ma., 2020 vs. May, 2019)



**Grocery Purchases:** (Stats Canada, April, 2020 vs. April, 2019)



**B-to-B Software Purchase:** (2019)





Monique  
Sherrett



COLLABORATION

## COVID-19 Marks a New Chapter for the Book Publishing Industry

The shifting pressures of COVID-19 is forcing publishers, booksellers, authors, libraries, and literary events to develop new online sales channels, to re-imagine live events, and to diversify revenue streams. The saving grace is that although the circumstances are remarkably different than any other time in recent history, the ever-evolving nature of publishing means that the next normal is not an end point but rather a new chapter, with flashbacks and lessons learned carried forward.

To answer the question, "what is the next normal?" we can look to American speculative fiction author William Gibson for a market prediction: "The future is already here — it's just not evenly distributed."

Speculative fiction is an apt place to start when considering the logical possibilities and philosophical questions about the publishing industry's next normal. Here are three things that will constitute the future, and which already exist for some: online shopping with mail-order or curbside pickup, online author events & audiobook subscriptions

1. Amid the COVID-19 pandemic, consumer interest in **online shopping** has accelerated and people are likely to continue shopping online even after stores reopen. In Canada and the US, bookstore and library closures have forced book publishers and retailers to adopt or adapt their ecommerce strategies to support and retain their book-buying audience. Sales are down. But 40% of Canadians report reading more books than they did pre-isolation(1). And according to NPD BookScan, year-to-date ending 5/2/20, US book sales declined only 2.2% on sales of 201M units (2).

Book publishers and booksellers with ecommerce capabilities who shifted early in the pandemic to subscription box services and ecommerce with curbside pickup or delivery have seen real gains in that side of the business. Lockdowns have enhanced the need for reading materials due to necessity, but the next-normal opportunity is to retain a certain percentage of that book-buying audience, especially those who have discovered online ordering as a legitimate alternative to in-store browsing. Ecommerce is here to stay.

**2. Author events and literary festivals have moved online**, which will remain a good way for authors to promote their books in international markets. Demand leads to recovery, yet one of the key ways publishers generate demand for authors is with in-person author events and literary festivals. Although bookstores and event venues will open for business, many consumers will be less inclined to venture to mall and big-box stores, attend in-person author events, borrow library books, or travel to literary festivals, conferences and comic cons.

The key for publishers, libraries, and booksellers will be to find the balance of what worked before and what needs to happen now. Not all content translates well to a digital event but now is the time to rethink store configurations, to tap into the momentum around remote work and Zoom conference calls, to re-imagine how author tours and literary festivals can be delivered via other channels and formats (3), and to continue or enhance investment in ecommerce, direct mail, customer experience, personalized recommendations, and real-time analytics to manage inventory and supply-chain disruptions.

Relationships matter in this industry and readers are eager to reconnect with their book clubs, local bookstores, festivals, and favourite authors.

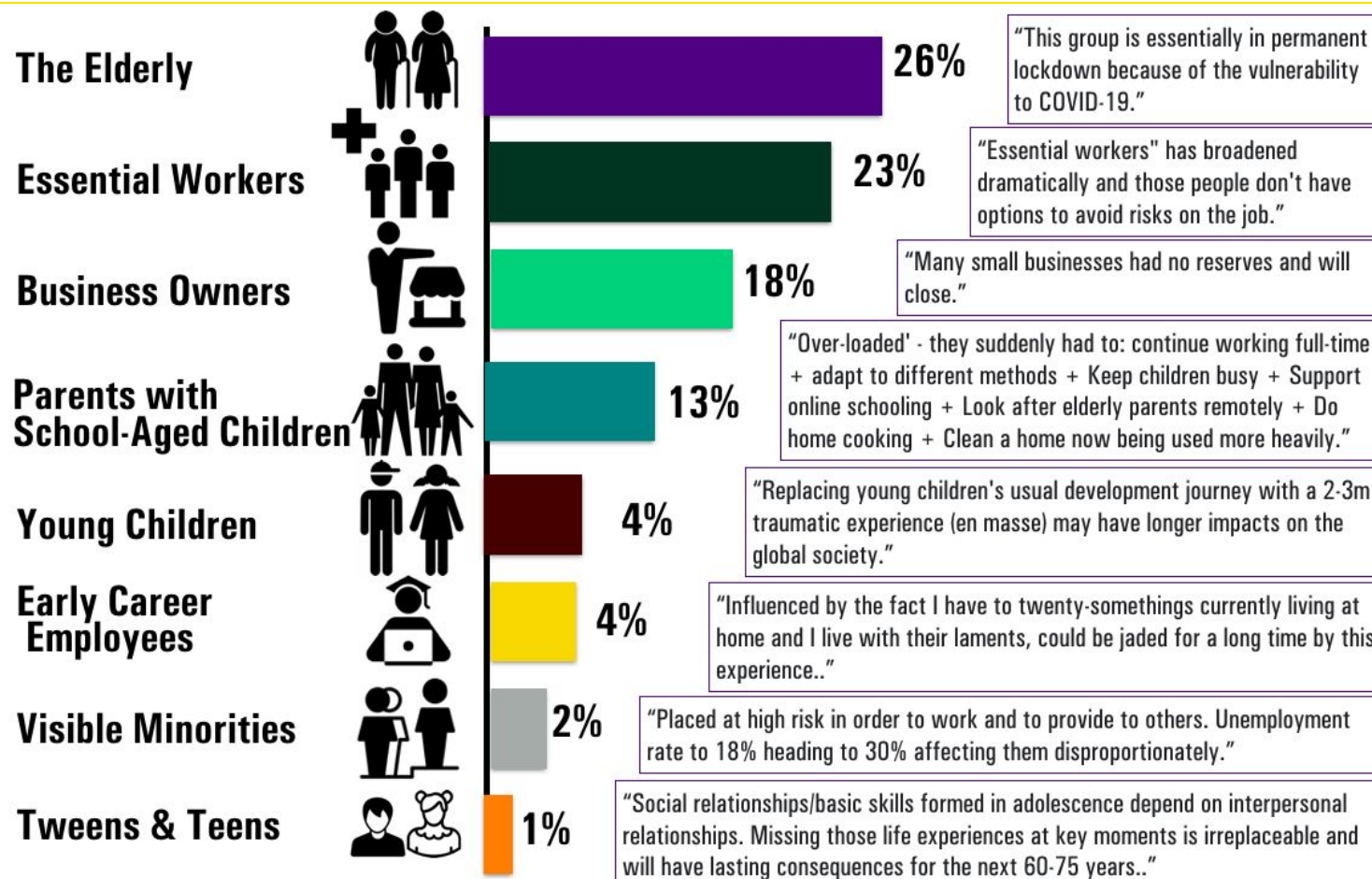
**3. The audiobook market is ripe for continued growth** as consumers anticipate sustained spending on home entertainment, despite decreased incomes. Home entertainment often refers to video-on-demand and streaming services, but audiobook consumption is rapidly gaining share in both the book market and the overall media market (4). Pair the interest in audiobooks with the demand for contactless, voice technology and publishers have a number of opportunities to create awareness through improved experiences of voice commands for buy, listen, and read.

Book publishers and retailers with strong cash positions can learn from their peers in other streaming services and invest in predictive algorithms and recommendation engines that aid consumers' serendipitous discovery of new content. And for all publishers, there are the existing opportunities for rights deals and partnerships with streaming services seeking fresh book-to-film or book-to-series content. Trends in consumer spending are themselves a prediction about the future, and audiobooks are on the rise.

Publishers and booksellers, in the past, have used times of crisis to adapt and transform themselves. The pandemic presents many unknowns, but the nature of publishing is about taking chances: on new authors, new trends, new markets, and new formats for reading. That same agility is on display as many players in the book industry respond to pandemic restrictions by signalling their commitment to ecommerce, online events, and continued exploration of new formats for reading.

Previous recessions have taught the book industry that those who survive commit early to investment in consumer relationships and an emphasis on learning, connectivity, and problem solving. Last, as leaders know, any crisis will amplify pre-existing conditions and inequalities. As Gibson says, expect the gains to be unevenly distributed.

# Group Effects - People affected the most by COVID-19



For other verbatims associated with the pandemic's effects on various groups, visit: [www.greyswanguild.org/whatsnew](http://www.greyswanguild.org/whatsnew)

# Our Universe of Learn Points of View



Jenna Pilgrim

[A Shockwave Through Our Systems: Now is the Time to Build](#)

Kathrin Heyd

[Cure to Living with COVID-19 is Community, Creativity, Courage and Compassion](#)

Dave Marvit

[Mitigate the crisis. Effect positive social change](#)

Robert M Walton

[COVID-19 may present a “forcing function” for change](#)

Maggie Riad

[Creative Networking and Partnerships](#)

Jamie Fraser

[The mosaic of society is cut from the fabric of the human condition](#)

Matteo Rizzi

[You need Talents to grow, and Rebels to survive. This is the moment for risk takers.](#)

Shawn Yuan

[If the US had approached COVID-19 like post-9/11, we would not be trending towards 2 million cases](#)

Greg G Satell

[It's Time To Ask Ourselves Hard Questions](#)

Jim Euchner

[Opportunity in disruption](#)

Anja Thyssen

[A new foundation for learning](#)

Alexandra Whittington

[The pandemic is part of a future history. How will you answer to future generations?](#)

Janel Saydam

[This pandemic is a global turning point](#)

Jason Dojc

[Navigating the Post-Pandemic World](#)

Rob Tyrie

[How can we create discourse about the future](#)

Monique Sherrett

[COVID-19 Marks a New Chapter for the Book Publishing Industry](#)

Rebecca Turner

[Put into Practice What We Already Know Works](#)

# LEAD

A unique leadership moment.  
Reimagination into the next normal.  
Treating people as whole beings.



# Leadership in a Pandemic Age



Sean Moffitt

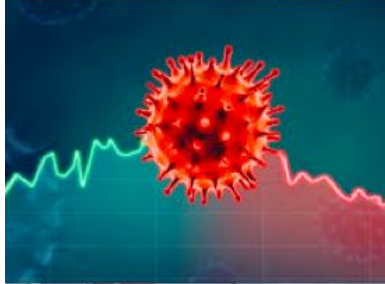
As the 4th “L,” **“leadership”** plays a pivotal role in how we get all facets of society purring into the next normal. Let’s be honest—nearly all leaders were unprepared for this pandemic. How could they be? Sure, our research in 2019 predicted a virus was a global meta-level threat, but only the 16th most likely one.\* **A true grey swan.** Unfortunately, **there was no playbook** for what to do when it happened, nor what to do in the future. We’re all trying to catch up.

\* Futureproofing ; Next Metatrends Study

Business models that took decades to entrench themselves have turned 180° in a span of weeks. New ways of government, work, commerce & culture have changed overnight. Similar to COVID-19, the barriers and ceilings that used to resist and reject these foreign ideas have all but disappeared. **We think leadership can change too.** Before you say to yourself, “Right. Leadership. That’s for the the corner office.” *Guess what?* In a pandemic, there is no corner office. In so many ways, we have seen front-line staff integral in the time of COVID-19. **We are all leaders**, and as such, new forms of leading apply to all of us.

In filtering the leading articles on post-COVID-19 recovery, **“leaders” & “leadership”** both came back in **the top 20 most frequently used words**. In this current vacuum of instability, stress and crisis, people are craving leadership, and not necessarily the authoritarian brand. Successful, collaborative leadership has kept their stakeholders together, resilient and engaged, when they physically couldn’t be in the same place.

As grievous as this pandemic has been, this is a unique leadership moment in time to reset our purposes, recast our pictures of success, readjust our mindsets, reboot the ways we standardly operate and re-adjust our treatment of the talent that works with us, not as a coldly-calculated resource, but as whole beings. As we move into the recovery and reimagination stages, yes, let’s learn better, live healthier, love more, but also **lead bolder**.





# Leadership in a Pandemic Age - Roads Not Travelled Before...

	RESPONSE (the first 6-8 weeks)	RECOVERY (the first few months)	REIMAGINATION (post-Crisis mode)
<b>The Environment</b>	Extreme anxiety, denial, shock/surprise, rapid volatility	Nagging uncertainty, quiet acceptance, early sustaining cues	Rising optimism, ready for normalizing, realization of a different world
<b>Objectives/ Focus</b>	Prompt action, retrenchment, protect the core, survive, mitigate losses, least-worst options	Bottoming out, smart choices on opportunities, actions > research	Reimagine what's possible, a new vision for the future, reinvigorated purpose
<b>Planning/ Change</b>	7- & 30-day crisis plans, stress tests, agile change, manage risks	Pivot to new business models, navigate uncertainties, prioritize future investments	Restructure organization, shape new business, data/trigger execution pts.
<b>Communication</b>	Factual, w/o speculation, consult experts, showing empathy, frequent	Positivity/caring, involve others, I.D./profile "moments that matter"	Momentum building, real-time, positive, tone-sensitive, how you've changed
<b>Talent Experience</b>	Engagement, human touch, safety & health, maintain culture, provide tools	Forums for connectivity/shared humanity, pluck available talent, help deal with loss	Dealing w/ whole person, opportunity for reset, reallocate/reskill/digital/remote
<b>Citizen/Cust. Experience</b>	Respond to their new needs, flexibility, help their community ecosystem	Understand what's changed, partner to deliver new value, shift proposition	Validate mix of shifted & old behaviors, win back loyalty, reflect & act on values
<b>Role Model &amp; Behaviors</b>	Grab an oar, sacrifice, show vulnerability, host daily check-ins	Build hungry mindset, "no excuses" resilience, act on imperfect info	Embrace technology, visit partners, greater societal perspectives
<b>Leadership Style</b>	Rapid response teams, principles-based, empathetic authority	Cohesion/alignment, "leading by walking/Zooming" around, unfreeze constraints	Energetic, decisive on purpose, flexible to a changed world, strategic

# Top 15 Principles for Post COVID-19 Leadership

(based on a meta analysis of 50 most searched articles on post-pandemic recovery leadership and strategy)



## Balanced Leadership and The Primacy of People:

Given the magnitude of the shock and the challenges that this crisis represents, companies must consider the full breadth of their employees' needs as people.

Safety is essential, of course, but it's also important to address higher-level needs such as the want for truth, stability, authentic connections, self-esteem, growth, and meaning in the context of the crisis.

# Pandemic Leadership - We're Not in Status Quo Mode



The next six months will be very telling as to whether leadership has fundamentally changed from 2019 or not. We've been heartened by the even balance of behaviors, mindset and styles amidst this crisis (see previous visual). It remains a high ask to continue some of these positive leadership shifts as crisis levels subside and new imperatives are demanded. Here's our hope and vigilant ask of leaders everywhere ... **take care of :**

- **Your People** - as we find out how businesses soar or limp into the next wave, there will be some tough people decisions yet. Use the same level of attention, honesty & humanity practiced at the start of this interruption as you do for the return to the *next normal* work cycle for the laid off, reallocated and transformed talent that remains behind.
- **Your Future** - as seen in our evidence and *Lead* POVs, there's a hunger to get to a better, bolder world. Embrace it and don't settle back. Take advantage of this "moment that matters." Lead people boldly to the other side of this pandemic river.
- **Your Business Model** - if your experience, proposition or model of doing business doesn't change in 2020, you likely have overlooked something. Don't miss this gift horse of an opportunity to operate outside the boundaries of your pre-pandemic constraints. Change how you do business before somebody forces you to.
- **Your Purpose** - leaders know how important purpose is, yet so few are able to use it as a guidepost for day-to-day decisions. With so much market chaos, financial peril and internal change, sometimes the only constant people can rely on is an unflinching living and breathing purpose. Hold onto it and use it liberally.
- **Your Culture** - no matter how great your post-pandemic scenario plans, culture (even when remote) eats them for breakfast. Invest in connections, engagement and resources with the new array of work-from-anywhere tools and technologies. Take charge of the narrative of how courageous groups of people helped shepherd your organization to greatness.
- **Your Legacy** - the seeds were being sown well before this pandemic that leaders must take into account a broader set of societal concerns. Incorporate a thicker bottom line with some real teeth that delivers common good, fairness and sustainability.

# Excuse the Interruption...Lasting Impact on Industries



The pandemic has had different inroads on health and wealth, we thought we'd share some:



## HEALTH CARE

### Leading Observations

There have been 10x searches for telemedicine since the pandemic (Google Trends)

VC funding in digital health firms was \$3.6 billion in Q1, 2020, +79% vs. 2019 (Mercom)

45% of people believe their mental health is being impacted by this pandemic (KFF)

### Top Implications

An entire digital health ecosystem of patient experience, care data, diagnostics & insurance has been born

The Big 9 tech and startups have found their new dot.com boom = health

Mental health and life wellness may be this pandemic's top legacy

### Major Opportunities

- Health Regulations & EMR records are up for grabs
- Home health > hospital health
- Ubiquity and geographic neutrality of health choices
- Predictive AI outcomes-based analytics/diagnostics
- Self-monitoring & treatment - patient has the data
- Cybersecurity for health - tension between data for help vs. data for sale
- New Investments in contact tracing, health robots, public health

Read Arei Bierstock's POV on "[COVID-19 Shines A Spotlight on Invisible Seniors](#)"



## FINANCE

People had a 23% debt-to-annual income ratio heading into this pandemic - highest on record, and now it will be larger (Federal Reserve)

Being "very concerned" about the economy has climbed from 22% to 57% during this pandemic (FiveThirtyEight)

A new relationship and education to debt and asset ownership will arise

"Minimum income" implementations, smarter investments and radically new business models will appear; bad companies will perish

- How do we operate in a 90% economy
- Different metrics proposed vs. GDP to evaluate society
- Finance reform - on a diet and only the essential
- Payments - protected flexibility in terms
- Insurance - incorporating fear and insecurity
- Fintech will compete on par with legacy institutions
- Trust = Platforms and one view > retail locations

Read Ashok Kalyanswamy's POV on "[Communication and trust in a global distributed workplace](#)"

# New Industry Perspectives for the Next Normal



The pandemic has forever changed the future of education and the way people and things get around.



## EDUCATION

### Leading Observations

41% of people believe classroom-based education has now fundamentally changed vs. only 9% who believe it will return back to 2019 formats (Grey Swan Guild)

Google Classroom has doubled its users to 100MM since pandemic, Quizlet has grown +400% (Google/Quizlet data)

### Top Implications

The value equation no longer is in the hands of the incumbent educators

Greater outcome-based scrutiny on where education is working

Lifelong learning vs. intense start-of-life learning

### Major Opportunities

- Certified Skill Credentials - border-free
- Higher education -skilling of workers,> general knowledge
- Repurposed campus space
- Remote/asynchronous learning
- Large Inc. take charge of their own education needs
- Public investment under duress, private platforms sweep in

Read Anja Thyssen's POV "[A new foundation for learning](#)"



## TRANSPORTATION & LOGISTICS

39% of people plan on reducing any form of ridesharing/ 79% of people plan on delaying their car purchase until economic activity resumes (Car Gurus)

Cross-border trade has climbed to \$25T - 29% of global GDP (Federal Reserve)

New cities friendlier to life, pedestrians and alternate forms of transformation

Automobiles as an assets is a luxury, AaaS - automobile as a service

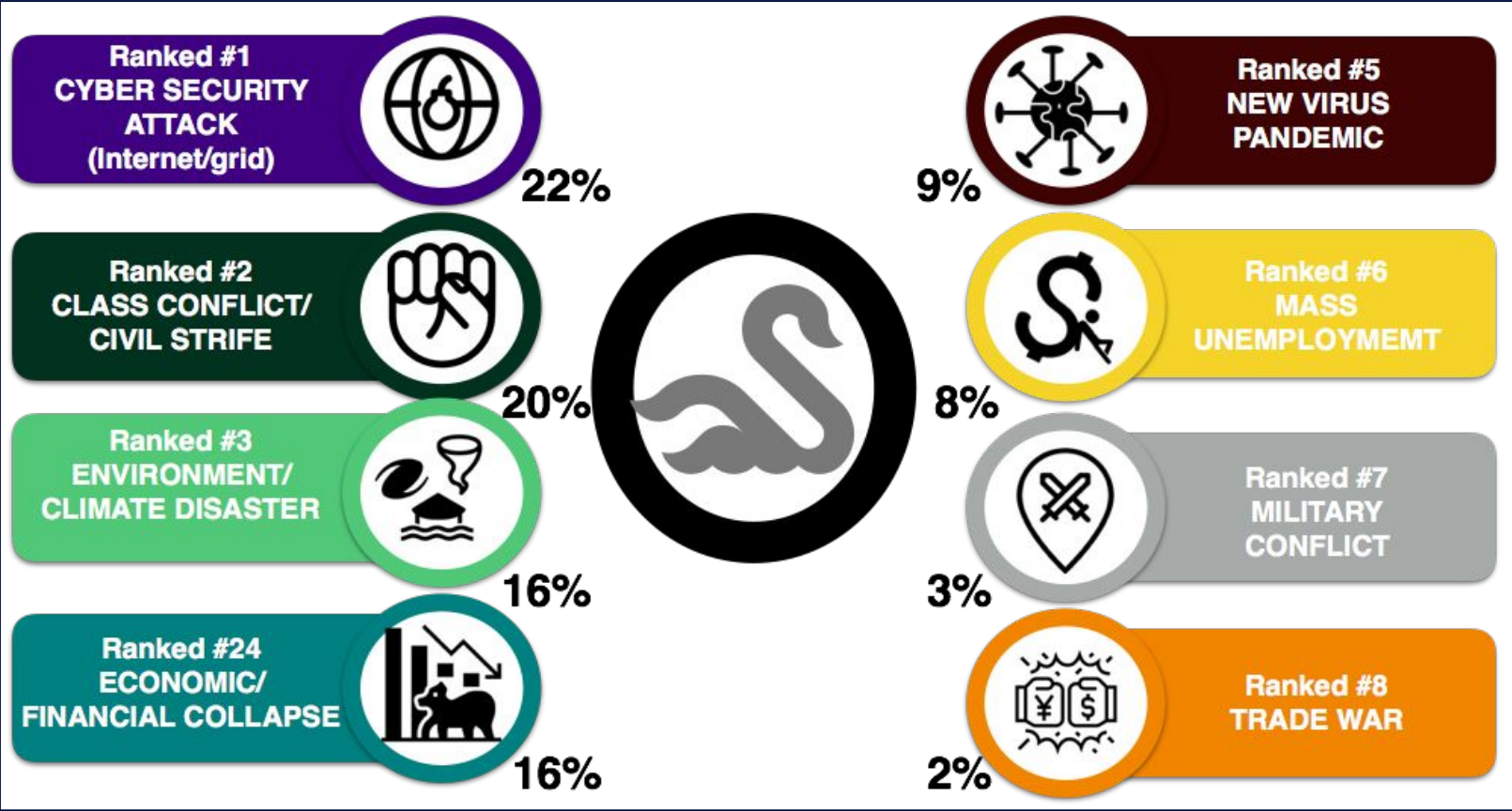
Local delivery > global supply chains

- Repurposed urban spaces
- Germ-free car environments
- Self-driving cars acceptance quicker
- Logistics power moves from assets to platform owners
- Chronic low public transit ridership

Read Kathleen M. Nielsen's POV on "[A Tendency Toward Normalcy](#)"

# The Future Grey Swans

When asked what next grey swan event may most affect us over the next decade, cybersecurity and class conflict stood out. Economic turmoil and climate disasters were also highly ranked. Surprisingly a new virus pandemic was deemed less likely.



For future exploration of the next potential grey swans, visit: [www.greyswanguild.org/whatsnew](http://www.greyswanguild.org/whatsnew)

# Serving Customers & Citizens in the Next Normal



How customers and citizens get served and governed has changed forever:



## RETAIL & COMMERCE



## GOVERNMENT & PUBLIC SERVICE

	Leading Observations	Top Implications	Major Opportunities
	<p>69% believe that online shopping &amp; delivery has forever changed as result of the pandemic (GSG)</p> <p>What people miss the most overall - #1 Dining out at restaurants and bars (51%), and #3 shopping in stores (39%) (Harris Poll)</p> <p>43% said that they would eat out less often and 39% suggest they will do more online shopping post-pandemic (Global Webindex)</p>	<p>The ecosystem of retail will shift to servicing ecommerce</p> <p>The bounceback for special/social experiences will be strong when health can be guaranteed</p>	<ul style="list-style-type: none"><li>• Repurposing of shopping/strip malls/downtown main streets</li><li>• Ghost kitchens and online clubs</li><li>• Making, craft and local provenance &gt; consumerism, luxury goods</li><li>• New internet shopping vehicles</li><li>• Grey market - barter/goods and services off the record</li></ul> <p><b>Read Ron Tabata's POV "<a href="#">The "New Normal : An opportunity to reset first impressions.   Customer experience in the time of COVID-19."</a></b></p>
	<p>Class conflict/civil strife is viewed as the 2nd ranked potential grey swan over the next decade (Grey Swan Guild)</p> <p>82% of people 'disagree' that this pandemic has brought countries together (Grey Swan Guild)</p>	<p>Stressed public service/greater expectations</p> <p>Increased shared impacts, trade conflicts between countries</p>	<ul style="list-style-type: none"><li>• Public service automation - 24/7</li><li>• Social good initiatives</li><li>• Government/private partnerships</li><li>• Splintered approaches/more citizen voting choice</li></ul> <p><b>Read Bosco Anthony's POV "<a href="#">Do what you can, with what you have, where you are</a>"</b></p>





Alexander  
Tsado



TECHNOLOGY

## **With shared empathy, indigenous problem-solving and an openness to sharing, I believe we will come out of this pandemic stronger on the other side**

COVID-19 has come to be a great equalizer. A new developing world is emerging where foreign intervention is at its minimum, and the elite have much slimmer opportunities to escape local infrastructure cracks. I predict we will finally get to see increased attention to solving local problems, especially with locally designed, sourced and accessible solutions. We should see a sizable swap of imported solutions for indigenous problem-solving that will have implications for education, business, policy and investments going forward.

During the last two years at Alliance for Africa's Intelligence (Alliance4ai), we have prioritized designing accessible and pragmatic solutions that address the rising socioeconomic gaps across the world. We especially target the gaps Black and African communities face in getting exposed and activated to drive productivity with new technologies. We strive to put pieces of the puzzle in place so AI innovators in our markets can build competitive solutions that work for their people, and offer them better life choices.

So in a way, one development from the COVID-19 pandemic that we define as progressive is that there is greater opportunity for broad-based empathy. We are having a near universal experience of underserved needs, forcing bigger discussions about greater levels of community focus on basic needs that are typically challenging only for routinely marginalized groups.

I will explore how this is manifesting in the education sphere. There has been an unprecedented halt in the development of human capacity across the world, with the shutdown of schools everywhere. This halt is affecting kids and adults across all layers of the economic ladder, with long-term implications to social development we currently don't know how to estimate. The World Bank approximates that \$10T will be lost by the level of education being lost due to the pandemic. From past shutdowns like during the times of Ebola, we know that the most vulnerable left behind are very unlikely to catch up again.

When a smaller version of this education challenge started to pop up a decade ago in the West, the common solution was e-learning. This was the answer to the challenge – how do you extend education to everyone, when you can't build enough physical infrastructure to support all who are interested and capable of paying to learn? The challenge with this e-learning solution that also gets imposed on developing markets like Africa, Latin America and parts of Asia is that it requires the internet to run, a “utility” that billions of people don't have access to.

From our early research, watching a standard 40-hour course can cost \$30, putting it out of the reach of a great majority. For example, the average Ethiopian earns \$66 a month, and the average African American earns \$110 a day – neither will be inclined to pay for one 40h course. This has always begged for pragmatic and perhaps indigenous solutions for distributing learning content, ones that include ways the people have consumed content for decades. Radio and television are some simple options.

Last week, I listened to Vicky Colbert speak from Colombia, and Madhav Chavan speak from India on how they are ramping up to offer regular school lectures through these traditional channels, to potentially reach millions more than can afford e-learning today. I see a future where there is greater adoption of a blended learning model, where people combine the physical schooling with courses they take online and those they listen to on the radio. I hope employers find ways to update their recruiting processes to accept these new modes of learning, and hire for capabilities they can test, not degree names from physical institutions.



I am happy to see this take off in Latin America and Asia, and I continue to seek out funders with interests in supporting learners in Africa as well. At Alliance4ai, we have had our focus on augmenting formal education practices of teaching information with our practice of teaching concepts (critical reasoning, problem-solving, collaboration), activating our learners to build competitive solutions with future technologies like AI, and delivering our program in ways the common African can access it.

Other key innovative and indigenous African solutions I recommend are *uLesson* by Sim Shagaya, *8B Education Investments* by Lydia Kemunto Bosire, and *Qiesto* by Femi Longe. They too are addressing age-old structural gaps in Africa's education setup, like teaching about capabilities not just knowledge-cramming, providing African financing options and connecting learners to work opportunities.

We encourage private and public investors to shift from importing packaged solutions that don't solve local problems, but to open their minds to radical indigenous innovations like those I described in the African education space. These solutions are designed with deep context of local challenges today, and are thus better positioned to serve their people in the unfolding tomorrow that is now being accelerated by COVID-19.

I am greatly encouraged and hopeful, as I see brilliant minds across the world stepping forward during humanity's greatest time of need. With shared empathy, indigenous problem-solving and an openness to sharing, I believe we will come out of this pandemic stronger on the other side.





Lars Ib



LEADERSHIP

## What is the New Normal: Reflections in a Time of Reflections

As leaders, we are in a period of great complexity and unpredictability – both in a corporate and social context. From a Danish perspective, we are entering a partial reopening of the country, like a significant part of the EU. In Denmark, it is estimated that COVID-19 is under control, but we, as citizens, still have to live with distance and great personal hygiene until a vaccine arrives. Therefore, most Danes consider the COVID-19 health crisis to be over at the national level—and that the health crisis has now been replaced by a deeper and more serious economic crisis.

It is hard to predict the events and development in the coming years. However, there are a number of different paradigms that will have an impact on the "new normal" in the future. I am concerned with these dilemmas and paradigms as it is not a simple question of either/or but a question of both:

- FROM narrow-minded value creation TO socially responsible value creation
- FROM profit-optimized value creation TO green value creation
- FROM mechanical forms of cooperation TO organic forms of cooperation

### **FROM narrow-minded value creation TO socially responsible value creation:**

As part of the Danish lock-down, in connection with COVID-19 and the resulting economic crisis, the Danish Government has launched large economic aid packages for the Danish business community. Recommendations have also been made to a number of industries, which were encouraged to show good public spirit by staying closed.

There is a clear picture emerging, that companies which do not contribute with taxes in Denmark or have their companies registered in tax havens, draw on Danish goodwill through the financial aid packages. We also see examples of companies not complying with guidelines, like the IKEA stores, which chose to open despite a recommendation to keep closed. These companies experience public scrutiny and judgement, in the form of online shitstorms, negative press coverage and so on.

### **FROM profit-optimized value creation to GREEN VALUE CREATION:**

Both in Denmark and the EU, a completely new picture emerges of cities and communities with significantly less CO2 emissions. This is the case in Venice, where the water is once again clear in the canals and the fish have returned. Therefore, there is a significant increase in the demand for politicians and leading corporate executives, to implement green transition at all levels. My expectation is that large-scale public business programs will have a green focus and that there will be increased government regulation to ensure a green transition.

### **FROM mechanical collaborations TO organic forms of collaboration:**

In a global perspective, most companies have worked with Microsoft Teams, Zoom and other virtual platforms in recent months. Here in Denmark, my experience is that it has led to increased productivity, greater availability, co-creation, greater job satisfaction and more individual freedom. Therefore, I also believe that in the future we will see more organic forms of cooperation, where virtual platforms will be a natural instrument. This will impose new requirements on management, organisation and forms of cooperation.

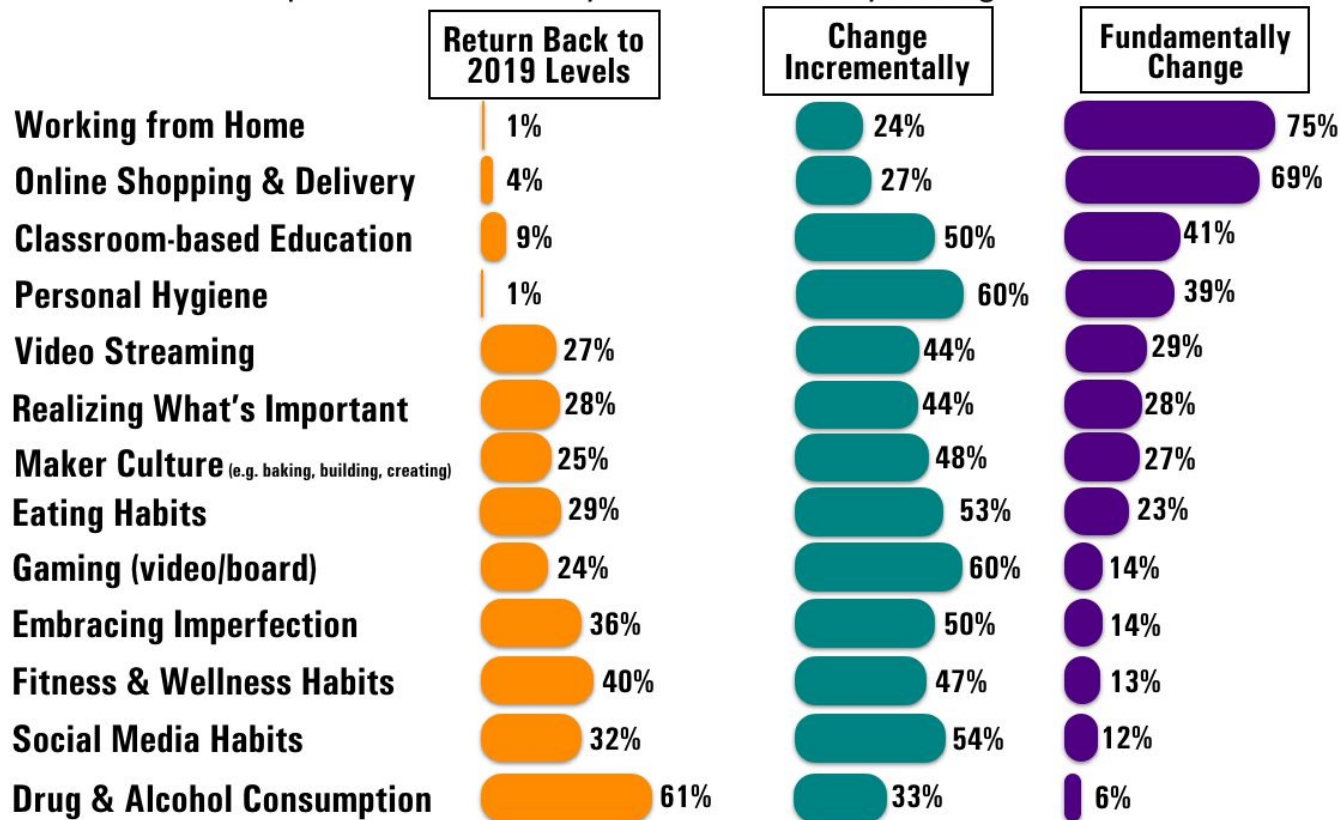
From my perspective, responsible and profitable management based on the guiding principles of ethics, social morality and sustainability will not be two competing sides – they will be one and the same.



# Habits - Changed Forever, or Gone For Awhile



When you think of your friends & neighbors, after the pandemic crisis is over, how will these aspects of their daily lives most likely change?:



For a deeper dive into the pandemic's effects on online shopping and delivery, visit:

[www.greyswanguild.org/whatsnew](http://www.greyswanguild.org/whatsnew)

# Our Universe of Lead Points of View



Sharon McIntyre

[Our Collective Awakening: COVID-19 shines spotlight on exploitation of essential services employees](#)

Doyle Buehler

[The New Expedition up the Mountain of Value in the Age of Digital Challengers](#)

Kathleen M Nielsen

[A Tendency Toward Normalcy](#)

Lisa Daram

[Let's use this COVID-19 experience and steer towards open, meaningful societies](#)

Chris Colbert

[On Remoting: Ensuring That Working Remotely Really Works](#)

Laci Kiszely

[Lockdown or herd immunity? Wrong question - innovation may rewrite your expected scenarios](#)

Anna

[Hummel-Gumaelius Sapere Aude - The Crucial Question You Need to Ask Yourself Now](#)

David Johnston

[Economic disaster that is here for the unforeseeable future](#)

Phil Dillard

[Mission-Driven Art, Innovation and Entrepreneurship Drive a Global Renaissance](#)

Bosco Anthony

[Do what you can, with what you have, where you are](#)

Chris Heuer

[The Future of Work is Remote Work](#)

Lars Ib

[What is the New Normal? | Reflections in a time of reflection](#)

Rowan Somerville

[The Opportunity of a Crisis](#)

Jim Kiles

[Energy: Markets Whose Time Has Come](#)

Duncan Cheung

[Vaccine is to virus pandemic, as Attention is to mental pandemic](#)

Michael Kleeman

[Hold on to your hats, we have just begun | How did we get here and where do we go?](#)

Andrea Kates

[We need to evolve from COVID crisis response toward futureproofing](#)

Alexander Tsado

[I believe we will come out of this pandemic stronger on the other side](#)

Alan D Walker

[Changes coming for company business models](#)



# GSG RESEARCH & INTELLIGENCE

## “Making Sense of a Pandemic”

Losers, Winners, Breakthroughs, Trust and Debates

2020



# The Losers

We asked our guild experts to name companies that will suffer dramatically from and after this pandemic. Here are some of their picks:



# The Winners

It's tough to claim anybody a true winner in the middle of a pandemic, but attached is a set of companies well-positioned to take advantage of the tailwinds of new social norms, customer behavior and work values:



# Breakthroughs

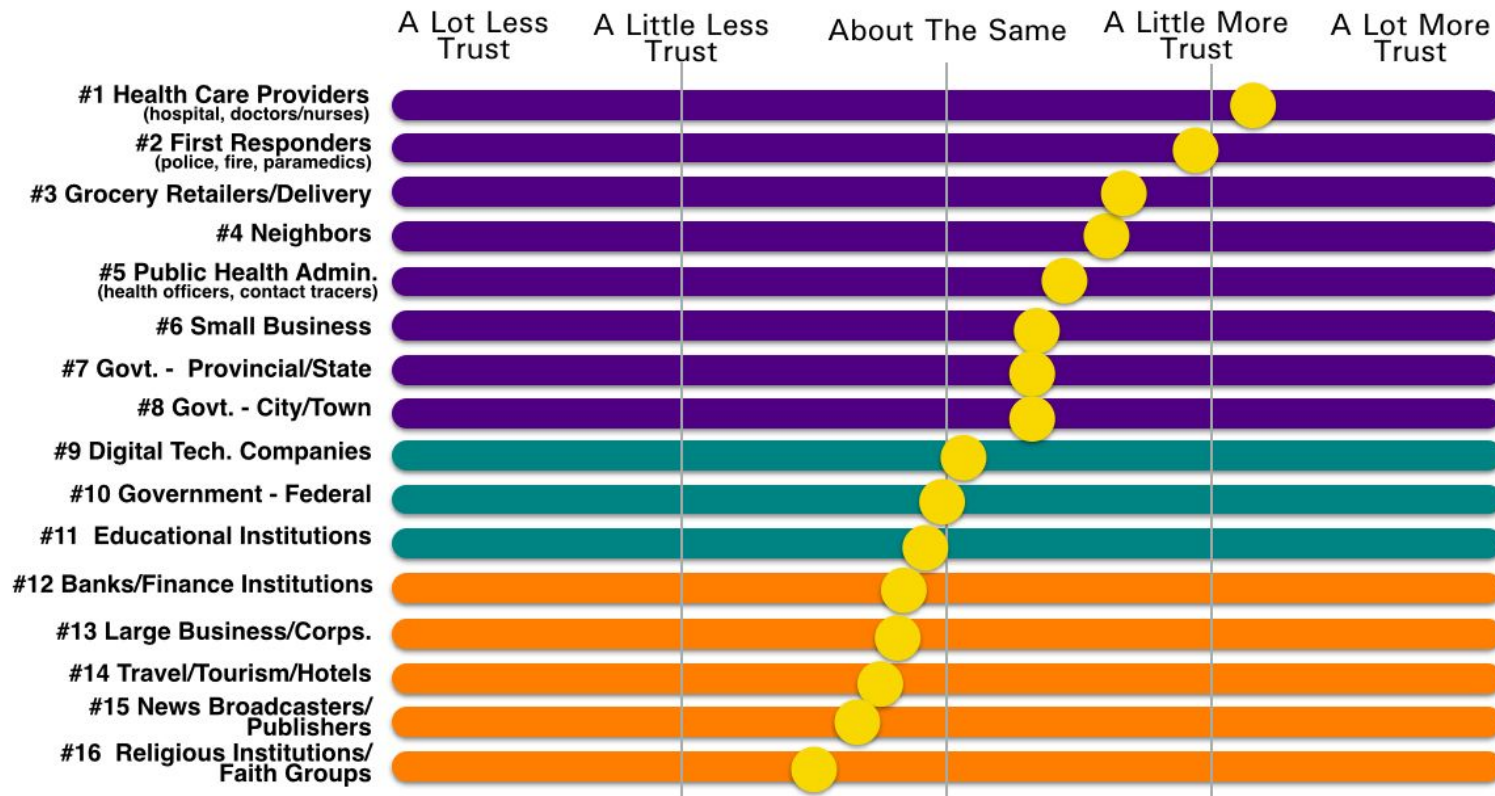
We asked our guild what one idea is the most ingenious/innovative thing that have you seen (or would like to see) that might come out of this pandemic. Here is a small sampling of their answers:

LEARN	Immersive Learning Environments better than classrooms	Contact tracing software	The Manhattan Project for COVID19 — billionaires coordinating resources to better the human race	Whole sight & systems thinking	LEAD
Remote connectivity and adoption	Transferring of skill sets and reskilling	Virtual low-cost universities	Globally accepted lockdown pandemic protocols	Networks to connect local business to real people	Better predictive supply chains
Global, online learning	Mental health apps so we can take care of ourselves	Companies dealing directly with misinformation	New restaurant business models with more impact	Accelerated digital transformation in <3 months	
New tools for flexible, remote workplaces	3D Printers to make masks/ventilators	Working without meetings	Borderless employment	Young, female leaders in key roles	The Virtual Connected Economy enabled by VR
LIVE					
Predictive AI to assess personal risks	Health care delivery regardless of proximity	A better, more balanced approach to public space	Groups or people finding inventive ways to celebrate each other: e.g. drive-by birthdays	Instantaneous app screenings for disease	Grassroots community movements & trust
Cities as true ecosystems	The death of distance	Simple, economical 3D printers to we can make stuff locally	Broad adoption of Universal Basic Income	Respect for science	
Bluetooth face masks	More localized maker culture	Virtual avatars for travelling experiences	Living wage for everyone	Internet access as an essential service	Loyalty data repurposed to actually help you
	Rapid and powerful air cleaner - UV-based 99.9999% effective	AI tools to I.D.. understand, contain future pandemics.	Possibilities for global collaboration and doing what's right	Universal child care	LOVE

# Trust: A Passing Performance:



Given the bold actions and communication of certain groups during the pandemic, we asked our guild about their current level of trust of these sixteen institutions/groups of people (compared to pre-pandemic).



# The Ensuing Twelve Post-Pandemic Debates:



As much as we have learned about the pandemic, there is always a chance things will turn out differently. Here are some of the top debates weighing on our guild members' minds:

## A. Trade & Supply Chains :

Greater nationalization and rationalization of supply chains and resource development.

vs.

We will remain an open world built around trade & efficiency.

## B. Dependency on Vaccine :

The world can manage through this pandemic effectively without a vaccine.

vs.

We will never truly be safe or back to normal until we find a vaccine.

## C. Introverts or Extroverts? :

The pandemic affects introverts less than extroverts, physical distancing let's us not have to react right away.

vs.

The pandemic has given more platforms online for extroverts to spark off others and flourish.

## D. Targeted vs. Industry-Blind Bailouts :

Bailouts should not invest in failing/failed/morally bankrupt business models, some need to perish.

vs.

Bailouts should be fairly & equally distributed as the cause of business interruption was random and blameless.

## E. Progress or Regress :

The pandemic has shown the best side of us; kindness & compassion will continue.

Racism, age-ism and class divides will accelerate after this pandemic is over.

## F. Data-Empowered or Surveillance Society :

The pandemic has accelerated our ability to exert more control on what organizations do with our personal data.

vs.

The pandemic has entered us into surveillance society and we will be tracked all the time.

# The Ensuing Twelve Post-Pandemic Debates (cont.):

Our guild surfaced even more provocative "pandemic impact" debates that could be argued. Here are six others:

## G. Shopping Patterns :

We will love  
ourselves  
for shopping local.

VS.

We will embrace  
buying  
the mass-produced  
best or most  
recognizable of what  
the world offers again.

## H. How will Society Measure its Success :

We will track how well we  
do as a society by GPI  
(Genuine Progress Indicator)  
or GNH (Gross National  
Happiness) as a way to  
measure well-being,  
happiness & progress.

VS.

We will continue to  
track how well we  
produce as a society  
through GDP - Gross  
Domestic Product.

## I. Governments Role in Our Lives :

Governments have  
played a larger role in our  
lives during this pandemic  
and this continuance will  
lead to more social good  
and fairness.

VS.

Governments have  
played a larger role in  
our lives during this  
pandemic and will abuse  
this privilege and affect  
our lives negatively.

## J. Mental Health – Finally or Foreboding Cloud :

Mindfulness and mental  
health services will lose  
their stigma and be  
embraced given the  
widespread need - we will  
be more self-aware.

VS.

Due to physical and  
social isolation, mental  
health will be this  
generation's burden,  
with plenty falling  
through the cracks.

## K. Ball Games, Concerts, Events & Theatres :

Large in-person  
conferences and  
events will be a thing  
of the past.

VS.

People will flock  
back to large events  
as they have been  
longing for shared  
connection.

## L. Solving the Next Global Challenge – Climate :

The same response  
that organized against  
this pandemic will be  
used against climate  
change.

VS.

The economy and  
people's will to change  
again will be broken;  
climate change  
response will be stuck  
in low gear.



# CONTRIBUTORS

Unique leadership moment.

Four circles of participation.

Treating people as whole beings.

*"We just have to embrace innovation and a collaborative mentality for the betterment of our fellow humans around us." Bosco Anthony*

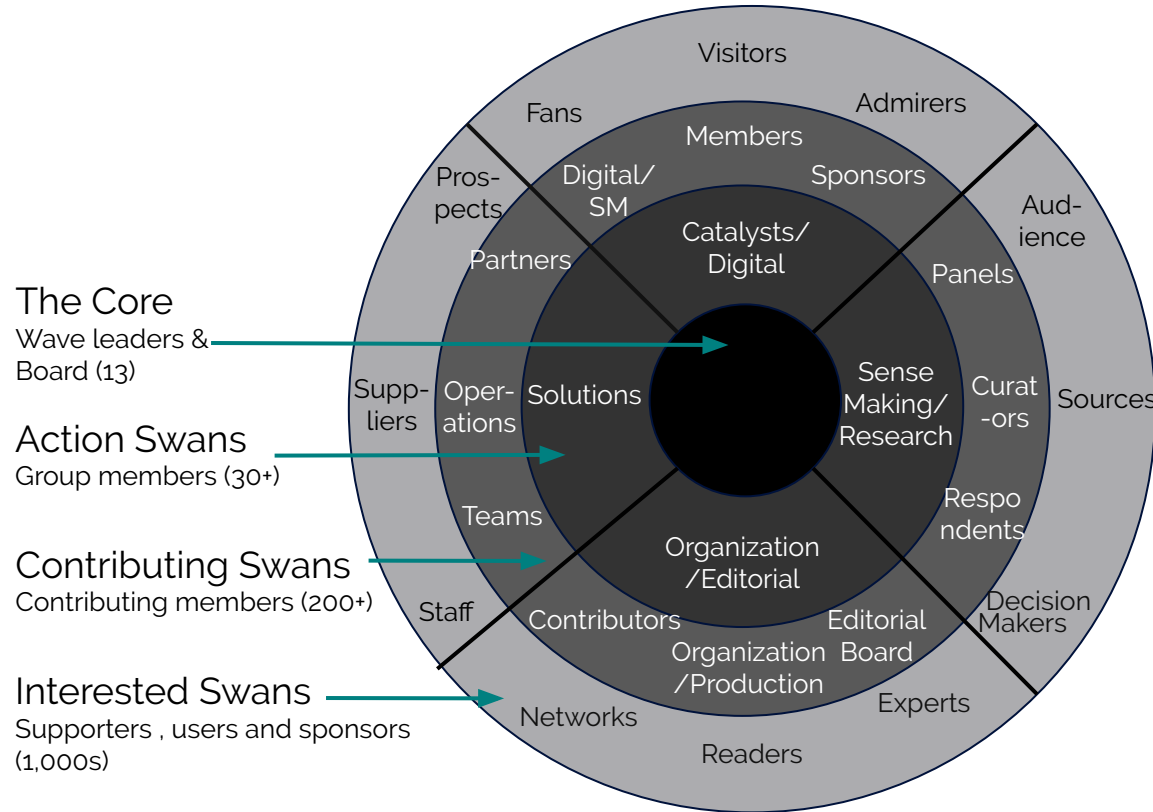


# It Takes a Village to Make Some Sense...



How this report came together is as interesting as what we produced. The Grey Swan Guild generated four circles of participation (visualized here) that helped construct this publication, and continue to lead, support, and interact with our associated activities.

*Emergent Global Perspectives in the Wake of a Pandemic* brought together points of view and insights from numerous experts across 30+ countries on the consequences of the COVID-19 epidemic on culture, economy, marketplaces and work.



GSG Contributors Legend (for following pages):

- Board Members
- Catalyst/Digital Teams
- Organization/Editorial Teams
- Sensemaking/Research Teams
- POV Contributors

# The Guild - Crafters of Emergent Perspectives



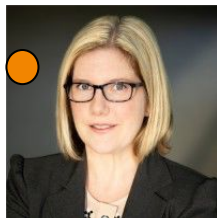
Alan Walker



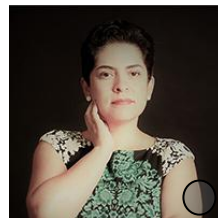
Alex de Carvalho



Alexander Tsado



Angela Smith



Angelica Arana



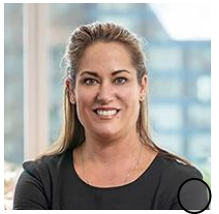
Alexandra Whittington



Andrea Kates



Anja Thyssen



Anna Foat



Anna Hummel Gumaelius



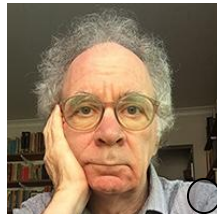
Arei Bierstock



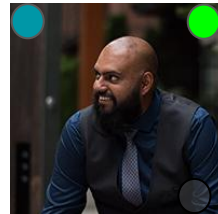
Ariana Gomez



Ashok Kalyanswamy



Barry Katz



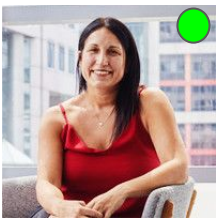
Bosco Anthony



Chris Colbert



Chris Heuer



Christina Raheja



Craig Stark



Daniel Steiche



Dave Marvit



David Johnston



Doyle Buehler



Duncan Cheung

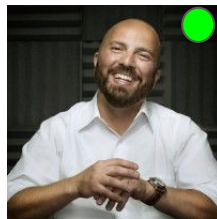
# The Guild - Passionate Sensemakers



Elaine Pratt



Emma Warrillow



Ernest Barbaric



Greg Satell



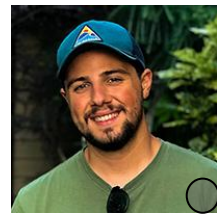
Jaime Foucher



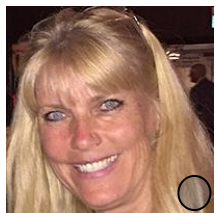
James Euchner



Jamie Fraser



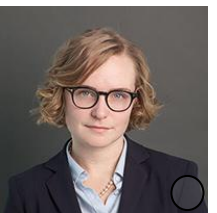
Janel Saydam



Janice Hill



Jason Dojc



Jenna Pilgrim



Jennifer He



Jill Rosenberg



Jim Kiles



Judy Davey



Kathleen Nielsen



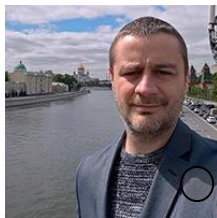
Kathrin Heyd



Kevin Urie



Kristian Barnes



Laci Kiszely



Lars Ib



Lisa Daram



Lone Jensen



Maggie Riad



# The Guild - A Global, Action-based Think Tank



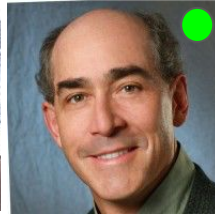
Mark Zawacki



Matteo Rizzi



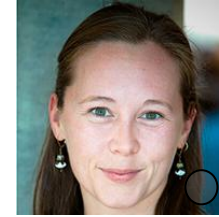
Michael Kleeman



Michael Perman



Mike Tobias



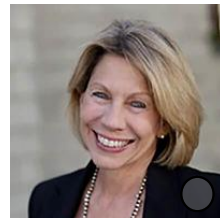
Monique Sherrett



Phil Dillard



Priti Ambani



Rebecca Turner



Rob Tyrie



Robert Walton



Ron Tabata



Rowan  
Somerville



Sean Moffitt



Sharon  
McIntyre



Shawn Yuan



Tony Hofmann



Tris Hussey



Vicki McLeod

## Legend:

- Board Members
- Catalyst/Digital Teams
- Organization/Editorial Teams
- Sensemaking/Research Teams
- POV Contributors

# The Guild - Contributing Wave I Members

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Special thanks to other founding Wave I guild members: Paul Allamby, Behice Allen, Fiona Birch, Adel Boseli, Kevin Bossard, David Brodie, Eric Buchegger, Chris Burdge, Martin Byrne, Robert Carscadden, Shauna Causey, Greg Chew, Anthony Cobb, Olivia Commune, George Danner, Sid Das, Alison Dick, Deb Dimoff, Shaul Ezer, Maggie Greyson, Patrick Guedj, Roland Harwood, Gavin Heaton, Peter Johnston, Raphael Kappeler, Ira Kates, Claire Kerr, Janet Kestin, Anya Kravets, Paul Kurchina, Ray Leung, MK Marsden, George McTaggart, Farid Mheir, Pam Miller, Mina More, Jennifer Morozowich, Moises Norena, Alex Norman, Ryoma Ohashi, Steve Pulver, Meghan Reddick, April Rinne, Silvia Rivela, Terry Rock, Georgia Sapounas, Greg Scott, Dina Sherif, Alison Simpson, Heath Slawner, Hjortur Smarason, David Smith, Jason Theodor, Andrew Tischler, Sami Viitamaki, Nancy Vonk, Jill Wurst, Samantha Yarwood, Paul Yee, Romina Cragnolino, Heather Leson, Madi Murariu, Mary-Ellen Hynd, Robert Ouellette, Rolando Peralta, Jacqui D'eon, Jan Enns, Guido Mercati, Rob Salkowitz, Michele Stanners, Tonya Surman, Ken Wilson, Robin Lobb, Jeannette Hanna, Rebecca Orr, Tasleem Somji, Andrea Wojnicki, Bill Smith, Kathrin Rinney, Larry Quick, Sheryl Lynch, Elspeth Tory, Sylvia Sharp, Andy Walker, Leonardo Senna, Angela Crocker, Joel Nana Kontchou, Randy Corke, Dan Magyar, Iain Macdonald, Christine Dougan, Paul Barter, Sue Bell, Shawn Mcleod, Kim Boisvert, Christine Vandebeek, Kimberly Lindquist, Michael Priddis, Dawna Henderson, Kendra Davey, Jan-Kees Buenen, Sharon Richmond, Ken Lima-Coelho, Sebastian Hammer, James McCloskey, Jillian Gibbs, Barbara Zimmerman, Pete Bombaci, Susan Chambers, Ken Douglas, Jean-Claude Kihn, Karen Pryor, Jean Keetch, Hannah Cowan, Lea Walton, Barrett Horner, Stella Lee, Julie Harrison, Laura Schwinn, Golnaz Golnaraghi, Gladys Sterenberg, Mauricio Umana, Robert Cook, Peter Steiche, Andrew Gartha, Lauren Warren, Dan Pepe, *and more that join us daily.*

Let's expand our sensemaking footprint, mind power and diversity of views. Please join our guild for the second iteration. Sign up on our website [www.greyswanguild.org/contact](http://www.greyswanguild.org/contact)

# CALLS TO ACTION

Join our Guild

What Do We Do

Research and Intelligence for Turbulent Times

Wave I Activities and Wave II Sensemaking

[GreySwanGuild.org](http://GreySwanGuild.org) and Social Media

*"We need one another more than ever, to collaborate creatively." – Jennifer He*





# The Collaboration Continues...



Our guild continues to grow and find its global community. If you are out there, saying "how can I help make better sense of the world" then you are already one of us. Send up the flare and let us know how you could help. Here are just some of the possible roles below.

**Engaging  
Content  
Contributors  
& Storytellers**

**"Masters of  
Lexicon &  
Meaning"  
Editors**

**Superhero  
Project  
Managers**

**Inspirational  
Wave  
Leaders**

**Curious-Minded  
Researchers  
& Dataheads**

**Multimedia  
'Tube/'Cast/  
Insta'  
Wizards**

**Sensemaking  
Analysts  
& Curators**

**Web & App  
Developing  
Geeks, Gurus &  
Hackers**

**"The Pulse and  
Lifeblood"  
Community  
Builders**

**'Pulling Rabbits  
out of Hats"  
Event  
Producers**

**Social  
Media  
Rockstars**

**"Passion &  
Empathetic"  
Member  
Experience  
People**

**"Trailblazing &  
Pathfinding"  
Partnership &  
Sponsorship  
Rainmakers**

**"Magnetic &  
Scale-Friendly"  
Marketing &  
Communications**

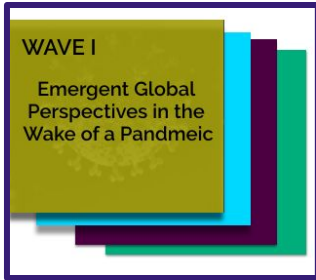
**Other  
Collaborators &  
Solution  
Finders**

Join as a contributor for our next iteration and ongoing involvement at: [www.greyswanguild.org/contact](http://www.greyswanguild.org/contact)

# What Does the Grey Swan Guild Do:



We're redefining how business, public organizations and not-for-profit causes make sense of the world. The Grey Swan Guild is global and open collaboration of leaders and thinkers analyzing what's really going on with the world so we can get ahead of the future and help the companies, and people we work with enable positive change through the four platforms below:



**QUARTERLY SENSEMAKING  
REPORTS/PRODUCTIONS**



**FORESIGHTS &  
INTELLIGENCE**



**EVENTS &  
WEBINARS**



**EXPERTS &  
COMMENTATORS**

To learn more about the depth and breadth of what our guild does, scan through our solutions at: [www.greyswanguild.org/about](http://www.greyswanguild.org/about)

# Research & Futures Intelligence

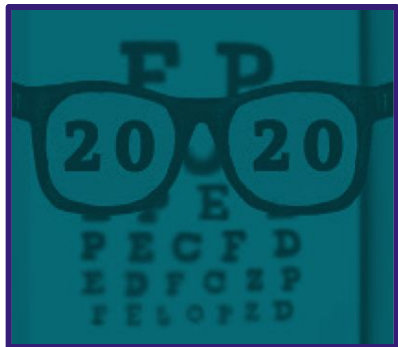


We like to stay two steps ahead of the future. In order to be credible, we have to search for the suggestive analytics, buried data, under-reported foresights and some sense of what to do with all of it. We think we do, and we'd love to invite you into our sandbox.



## CURRENT SURVEY *"Making Sense of a Pandemic"*

[Take our 10 minute  
survey](#)



## CURATED INTELLIGENCE

Check in on our  
dashboard updates



## FORESIGHT LABS

[Ask us what you'd  
like to look into](#)



## FINAL REPORTS & EVENTS

Join us for our July  
23rd Pandemic  
Foresights Forum

To learn more about what we're finding next, go to: [www.greyswanguild.org/whatsnew](http://www.greyswanguild.org/whatsnew)

# Catalyst Group - Wave I Activities

The Grey Swan Guild Catalyst Group focuses on having the guild's work noticed, talked about and live in many places online and offline.

As we launch, we'd love you to **follow, like, fan and share** our content and start conversations with your own networks.

Our schedule of [Wave I rollout publications](#), themed weeks and events are as follows:

- Launch Publication 1.0 - June 15th, 2020
- Full Lense Publication 1.1 - June 29th, 2020
- Lead Publication 1.2 - July 13th, 2020
- Research Report 2.0 - July 20th, 2020
- Learn Publication 1.3 - July 27th, 2020
- Live Publication 1.4 - August 10th, 2020
- Love Publication 1.5 - August 24th, 2020

Want to **become a Catalyst and be at the start of a new movement?**

[Join our guild and declare your interest.](#)

Week 1- Launch Week

Week 2- Grey Swan Week

Week 3- POVs Week

Week 4- Guild Week

Week 5- *Lead Week*

Week 6- Foresights Week

Week 7- *Learn Week*

Week 8- Sensemakers Wk.

Week 9- *Live Week*

Week 10- Debates Week

Week 11- *Love Week*

Wk 12- Wave II Discovery

# Grey Swan Guild Wave II & 2020/21 Vision



**GREY SWAN WAVE II**  
- the quest for making  
sense of the world  
continues...

**The world needs more clarity, less mess.**  
**Join our guild for our next iteration of sensemaking**

## Key Wave II Dates

- Leaders and Theme Determined - June 29th. 2020
- Kickoff - July 14th. 2020
- Launch/Final Document - September 28th, 2020

The Grey Swan Guild will field four waves of activity over 2020/21, themes to-be-determined.

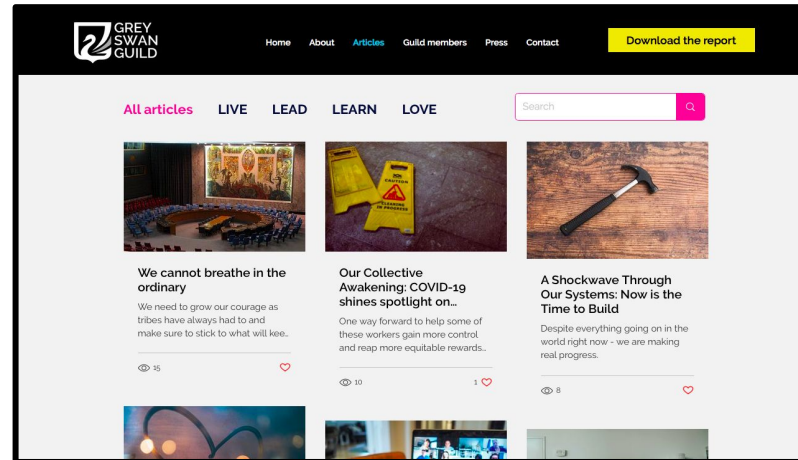
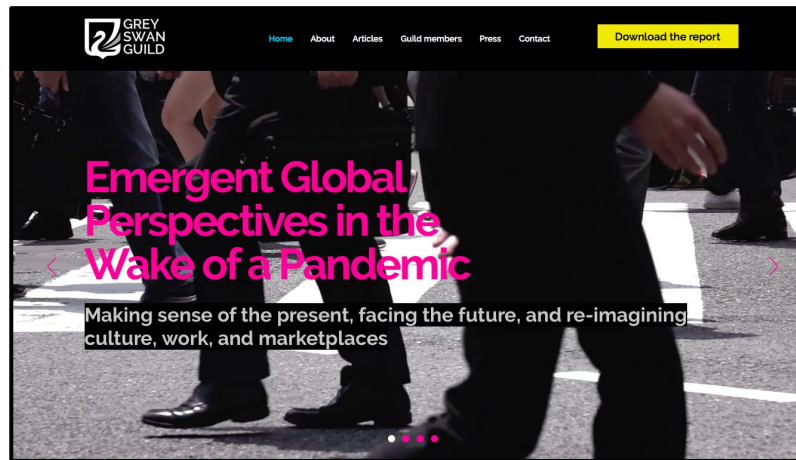
	Jul'20	Aug	Sept.	Oct	Nov	Dec	Jan'21	Feb	Mar	Apr	May	June
WAVE II:	Onboard	Produce	Launch	Catalyze								
WAVE III:				Onboard	Produce	Launch	Catalyze					
WAVE IV:							Onboard	Produce	Launch	Catalyze		

Learn more and get involved at: [greyswanguild.org](https://greyswanguild.org)

# GreySwanGuild.org - Website & Social Media



Our sensemaking extends online, with **GreySwanGuild.org** as our hub for: content, news, membership, events, events and forums for discussion and debate. Our social media extends our footprint and acts as our content curation, syndication, and outreach network. Stay tuned for more developments and expansions. In the interim, browse, like, fan and follow our perspectives & research.



[company/grey-swan-guild](https://company/grey-swan-guild)



[@greyswanguild](https://@greyswanguild)



[@greyswanguild](https://@greyswanguild)



[greyswan.guild.1](https://greyswan.guild.1)



[@greyswanguild](https://@greyswanguild)



[@greyswanguild](https://@greyswanguild)

# RESOURCES

POV Directory

240-Character Perspectives

Grey Swan Manifesto

*"This pandemic is us—with very important questions about what our priorities are and what is truly necessary to live a meaningful life." - Janal Saydam*





## COLLABORATION

- Arana, Angélica [The unbearable fragility of being](#)
- Bierstock, Arei [COVID-19 Shines A Spotlight on Invisible Seniors](#)
- Euchner, Jim [Opportunity in disruption](#)
- Foucher, Jaime [Seize this opportunity: reimagine a new normal of productivity collaboration and wellbeing](#)
- He, Jennifer [Reimagining the Future](#)
- Heyd, Kathrin [Cure to Living with COVID-19 is Community, Creativity, Courage and Compassion](#)
- Hummel-Gumaelius, Anna [We cannot breathe in the ordinary](#)
- Ib, Lars [What is the New Normal? | Reflections in a time of reflection](#)
- Kates, Andrea [We need to evolve from COVID crisis response toward futureproofing](#)
- Katz, Barry [Adapting to the post-pandemic world](#)
- Riad, Maggie [Creative Networking and Partnerships](#)
- Rosenberg, Jill [The Beginning of a New Cultural Renaissance - Who Will Lead The Way?](#)
- Satell, Greg G [It's Time To Ask Ourselves Hard Questions](#)
- Sherrett, Monique [COVID-19 Marks a New Chapter for the Book Publishing Industry](#)

## CONSUMERISM/ECOLOGY

- Barnes, Kristian [A "Brand" New World: Yesterday is not today, And today is not tomorrow](#)
- Foat, Anna [Less is more, but what does the future hold?](#)
- Gomez, Ariana [COVID-19 is nothing but a rehearsal](#)
- Kiles, Jim [Energy: Markets Whose Time Has Come](#)
- McLeod, Vicki [Going Inside: A View From The Bubble](#)
- Saydam, Janel [This pandemic is a global turning point](#)
- Steiche, Daniel [Now is our time to start eating ourselves well](#)
- Tabata, Ron [The "New Normal": An opportunity to reset first impressions](#)
- Somerville, Rowan [The Opportunity of a Crisis](#)

# GSG Wave I Directory of POVs: A Gallery of Insight



## LEADERSHIP/OWNERSHIP

- Anthony, Bosco [Do what you can, with what you have, where you are](#)  
Buehler, Doyle [The New Expedition up the Mountain of Value in the Age of Digital Challengers](#)  
Cheung, Duncan [Vaccine is to virus pandemic, as Attention is to mental pandemic](#)  
Colbert, Chris [On Remoting: Ensuring That Working Remotely Really Works](#)  
Daram, Lisa [Let's use this COVID-19 experience and steer towards open, meaningful societies](#)  
de Carvalho, Alex [Irreversible changes to how we view ourselves, understand our society, and relate to our planet](#)  
Hill, Janice E [Work Life Balance](#)  
Hummel-Gumaelius, Anna [Sapere Aude - The Crucial Question You Need to Ask Yourself Now](#)  
Jensen, Lone [The Biggest Virtual Experiment Ever](#)  
Johnston, David [Economic disaster that is here for the unforeseeable future](#)  
Kiszely, Laci [Lockdown or herd immunity? Wrong question - innovation may rewrite your expected scenarios](#)  
Kleeman, Michael [Hold on to your hats, we have just begun | How did we get here and where do we go?](#)

## LEADERSHIP/OWNERSHIP

- Marvit, Dave, [Mitigate the crisis. Effect positive social change](#)  
McLeod, Vicki [Dreaming Up a New Reality: Becoming in a COVID-19 World](#)  
Nielsen, Kathleen [A Tendency Toward Normalcy](#)  
Pilgrim, Jenna [A Shockwave Through Our Systems: Now is the Time to Build](#)  
Rizzi, Matteo [You need Talents to grow, and Rebels to survive. This is the moment for risk takers.](#)  
Turner, Rebecca [Put into Practice What We Already Know Works](#)  
Walton, Robert M [COVID-19 may present a "forcing function" for change](#)  
Yuan, Shawn [If the US had approached COVID-19 like post-9/11, we would not be trending towards 2 million cases](#)  
Zawacki, Mark [Every corporate innovator needs a new playbook, both for the longer-term and the short-term](#)

Follow our social media as we shine a spotlight on each of our contributors over Summer, 2020. Go to: [Facebook](#), [Instagram](#), [LinkedIn](#), [Medium](#), [Reddit](#), and [Twitter](#).

## TECHNOLOGY

Dojc, Jason	<a href="#">Navigating the Post-Pandemic World</a>
Heuer, Chris	<a href="#">The Future of Work is Remote Work</a>
Moffitt, Sean	<a href="#">The Post-Pandemic Future Entertainment Will Not be Scheduled</a>
Thyssen, Anja	<a href="#">A new foundation for learning</a>
Tsado, Alexander	<a href="#">I believe we will come out of this pandemic stronger on the other side</a>
Urie, Kevin	<a href="#">Never in my lifetime has there been a greater opportunity to make a positive impact in the world</a>
Warrillow, Emma	<a href="#">Will Covid change the way we view data and privacy?</a>
Whittington, Alexandra	<a href="#">The pandemic is part of a future history. How will you answer to future generations?</a>

## INCOME/FINANCE

Dillard, Phil	<a href="#">Mission-Driven Art, Innovation and Entrepreneurship Drive a Global Renaissance</a>
Fraser, Jamie	<a href="#">The mosaic of society is cut from the fabric of the human condition</a>
Hofman, Tony	<a href="#">Society needs to emerge from this stronger and more understanding</a>
Kalyanswamy, Ashok	<a href="#">Communication and trust in a global distributed workplace</a>
McIntyre, Sharon	<a href="#">Our Collective Awakening: COVID-19 shines spotlight on exploitation of essential services employees.</a>
Tobias, Mike	<a href="#">Coalescing the required conditions for revolution</a>
Tyrie, Rob	<a href="#">How can we create discourse about the future</a>
Walker, Alan	<a href="#">Changes coming for company business models</a>

Care to be a contributor to our next wave of sensemaking, get your opinion heard, and connect? [www.greyswanguild.org/join](http://www.greyswanguild.org/join)

<p>"The dramatic stoppage of the world's economic activity as a response to the COVID-19 pandemic brought irreversible changes to how we view ourselves, how we understand our society, and how we relate to our planet."</p> <p>- Alex de Carvalho</p>	<p>"Self-reliance is not common anymore. It started to fall away with the convenience and speed of the world. Why figure out how to do anything yourself when it's all just a click away?"</p> <p>- Anna Foat</p>	<p>"A massive opportunity exists for instructional designers, content creators, and game studios to collaborate and design compelling e-learning experiences."</p> <p>- Jason Dojc</p>	<p>"The ambition to get things, as close as possible to exactly the way they were before, is analogous to checking out of hospital after a near fatal drug overdose and going straight to the dealers."</p> <p>- Rowan Somerville</p>	<p>"This process intensified after my 14-year old daughter had a school assignment on sustainability and gave me feedback that I had used up the resources of four Earths flying for work." - Anna Hummel-Gumaelius</p>
<p>"I am conscious of the fact that it is not easy at all to talk about innovation, novelty, risks, out-of-the comfort zone impulses when you don't know if your bills will be paid at the end of the month." - Matteo Rizzi</p>	<p>"COVID-19 harms and kills by exploiting systemic vulnerabilities in humans; it does so systematically by its design. We in turn need to proactively redesign our lives to minimize such vulnerabilities." - Daniel Steiche</p>	<p>"The cooperative is an ancient concept, emerging as human social structures evolved and mutually beneficial cooperation was practiced in tribes and between communities."</p> <p>- Sharon McIntyre</p>	<p>"But now the necessity of remote work and the early positive results will lead most organizations to cross the digital transformation chasm." - Chris Heuer</p>	<p>"We are just beginning to climb the curve of this mental health pandemic, how do we flatten it?"</p> <p>- Duncan Cheung</p>
<p>"Wealth inequality is an existential threat to humans and the planet."</p> <p>- Rob Tyrie</p>	<p>"We need to power business out of the digital darkness." - Doyle Buehler</p>	<p>"Suddenly we realized how fragile and vulnerable we are, that work and life can be gone in a moment."</p> <p>- Angélica Arana</p>	<p>"Our bubbles acted as crucibles for personal awakening."</p> <p>- Vicki McLeod</p>	<p>"Access to thought capital and creativity will be a critical success factor in navigating ambiguity and designing new pathways for the future of business."</p> <p>- Maggie Riad</p>



**“We all have to re-learn  
how to learn.”**

Anja Thyssen,  
Founding Guild Member

# Thank you for joining us.

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Bosco Anthony  
[catalyst@greyswanguild.org](mailto:catalyst@greyswanguild.org)  
[sponsor@greyswanguild.org](mailto:sponsor@greyswanguild.org)



Welcome to the sensemakers. The curators. The pioneers. The seers. The visionaries. The vanguard to the future. In a world of ample volatility, speed & chaos, you are valued now more than ever. You skate to where the puck is going. You love the edge. You find challenge in your frontiers. You always know the smartest way is to drink upstream from the herd. The world is perpetual whitewater, let's start paddling in it. The guild is calling you—canvassing your powers of observation and shimmering minds to action. We assemble the gestalt. We chase dreams with élan. We travel where there are no roads. We channel our inner Shackletons. We listen to that voice, and discover where it takes us. Greatness is where somebody is trying to find it. The future is waiting to unfurl itself—let's be always two steps ahead of it when it arrives. Shun that lone goose mentality, and join our flock. Let's hatch what's next together and make the world a better place.





“In the middle of difficulty, lies opportunity.”

*Albert Einstein*

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[www.greyswanguild.org](http://www.greyswanguild.org)

