AQai

ADAPTABILITY

Thriving in a Change Era
A Framework to Build and Sustain Highly Adaptable Workforces

**TRANSFORMING THE HEALTH AND WELLBEING OF
100 MILLION PEOPLE.**

**GUIDING THE WAY PEOPLE SUCCESSFULLY NAVIGATE THE FUTURE OF WORK
BY MEASURING AND IMPROVING ADAPTABILITY, AT SPEED AND SCALE**

Thriving in a Change Era

A Framework to Build and Sustain Highly Adaptable Workforces

ROSS THORNLEY
Co-Founder & CEO, AQai

"The AQ Guy"

Developing change agility

- The age of **DIGITAL TRANSFORMATION** - Peter Dlamandis 6 D's
- **Three Horizon Thinking** Framework

Leveraging Exponential Change

- **Exploration & Exploitation**
- **How to deploy and scale adaptability programs**

The pace of change is accelerating
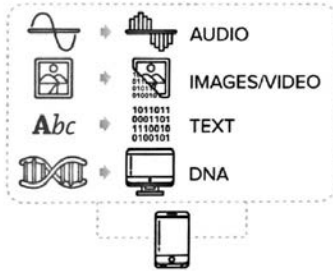*(Covid 19 has catapulted us into a new future reality)*

Driven by Industry 4.0; technological displacement of workforces, is radically changing how we work, where we work and what we do...

We are in an adapt or die world, *and many can't keep up*

This is driving an economic and <u>mental health pandemic</u> Risking burnout, and breakdown
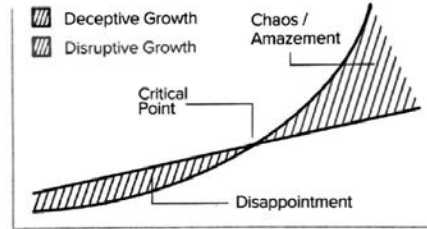
Peter Diamandis
6 D's of Exponentials

AUDIO
IMAGES/VIDEO
TEXT
DNA

Digitized

Deceptive Growth
Disruptive Growth
Chaos / Amazement
Critical Point
Disappointment

Deceptive - Disruptive

RADIO   BOOKS   CAMERA   VIDEO   GPS

FLASHLIGHT   TELEPHONE   MAP   MUSIC

Dematerialized

	ENIAC	iPhone 7
YEAR	1946	2016
SPEED	1 x .001 Ghz	4 x 2.38 Ghz
WEIGHT	30 Tons	138 grams
COST	$500,000	$850

Demonetized

Democratized

Source: Peter Diamandis - 'Bold' and Singularity University

BUSINESS MODEL ADAPTION & INNOVATION

	Small Business Loan Approvals	Automatic allocation of inactive capital	Min balance for wealth management	Primary business model	Active Customers
ANT FINANCIAL	2 SEC	INSTANT	$0.14	PLATFORM 0 BRANCHES	700M
Bank of America	20 DAYS	NEVER	$3M	PRODUCTS 4000+ BRANCHES	70M

Source: SU Global Summit Aug 19

WALMART USING VR TO TRAIN EMPLOYEES WITH REAL-LIFE SITUATIONS

DEPLOYING 1,000's OF OCULUS GO HEADSETS IN 31 TRAINING ACADEMIES

6.

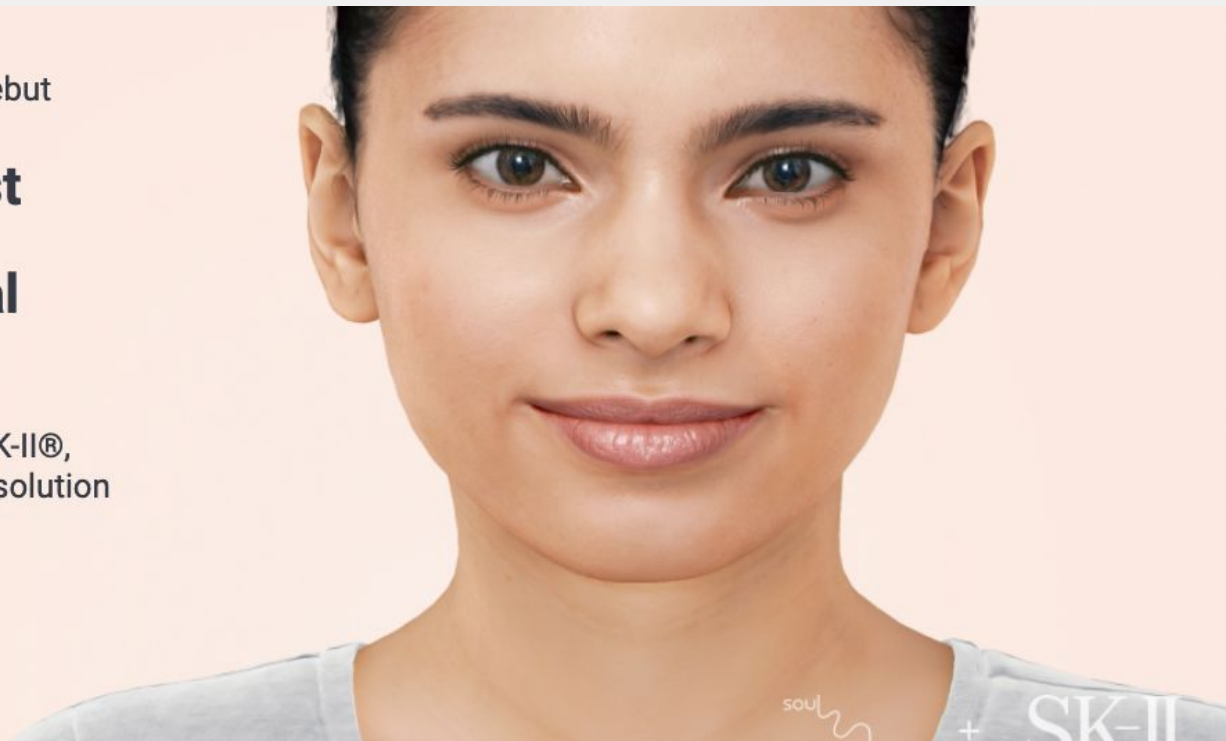# YOUR NEXT HIRE MIGHT JUST BE A DIGITAL HUMAN...

Soul Machines™ & P&G Debut

The World's First Autonomously Animated Digital Influencer

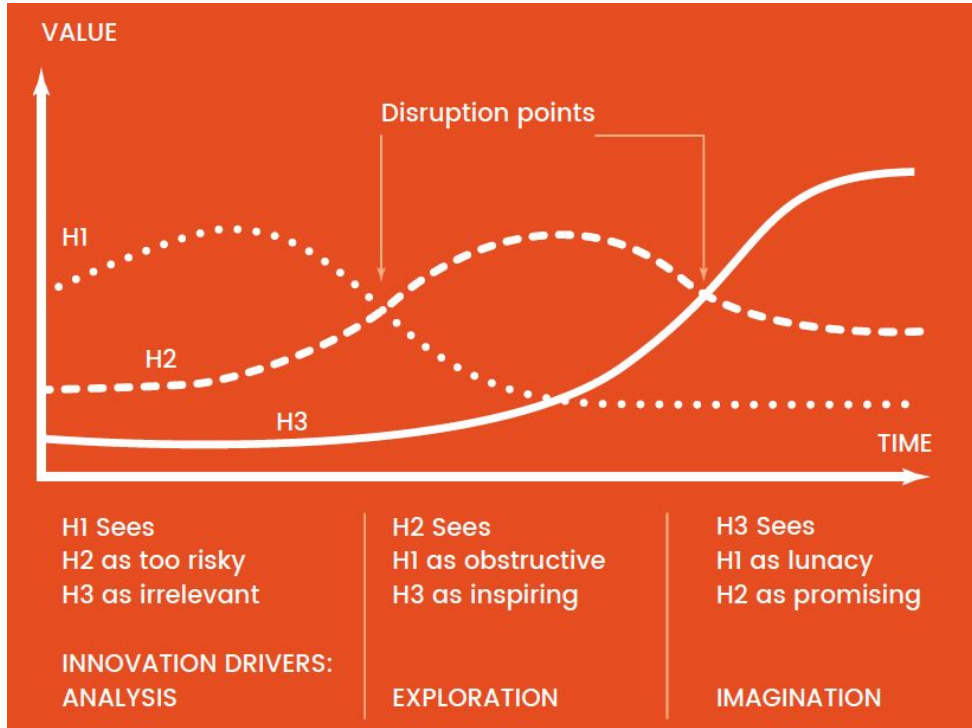YUMI will be the face of SK-II®, P&G's premium skin care solution
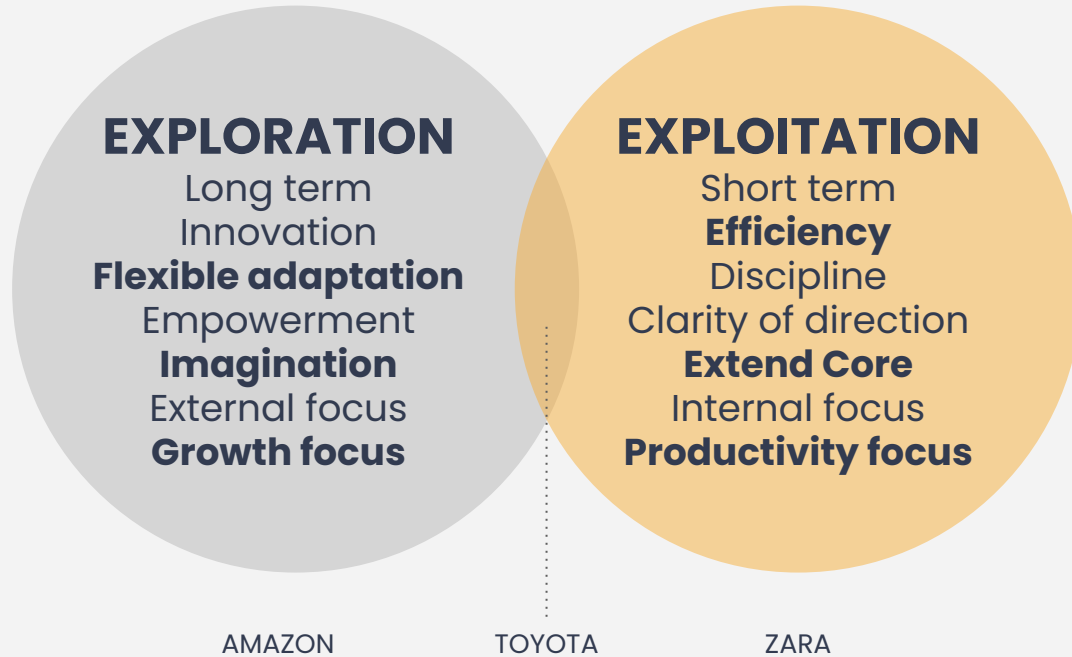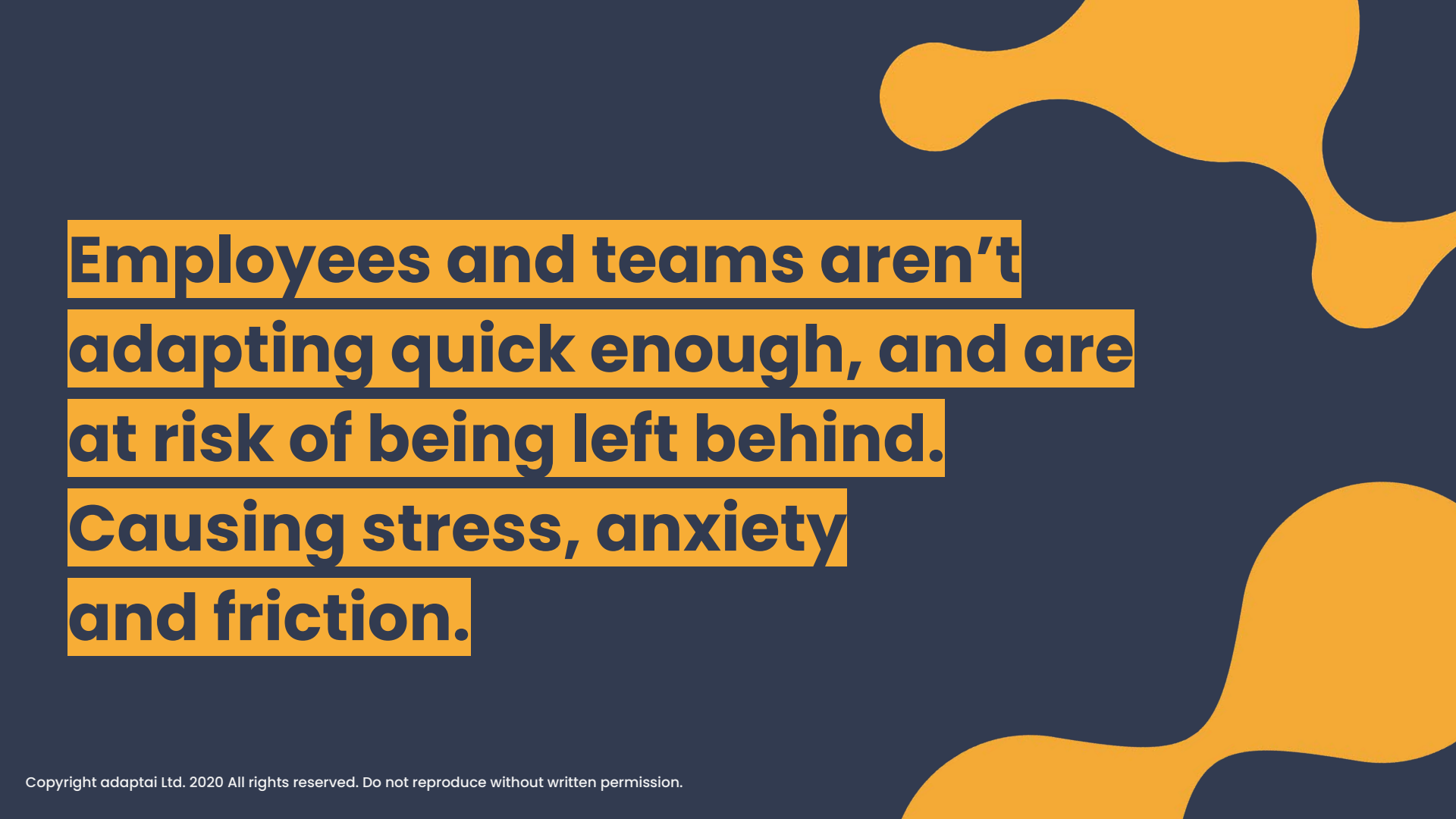
Three Horizon Thinking Framework

- **H1 - Operators extend the core**

- **H2 - Business builders develop new opportunities**

- **H3 - Visionaries create viable options**

2% of companies that excel at innovation & efficiency (Exploration & Exploitation)

EXPLORATION
Long term
Innovation
Flexible adaptation
Empowerment
Imagination
External focus
Growth focus

EXPLOITATION
Short term
Efficiency
Discipline
Clarity of direction
Extend Core
Internal focus
Productivity focus

AMAZON   TOYOTA   ZARA

Source: Inspired by BCG Henderson Institute

Employees and teams aren't adapting quick enough, and are at risk of being left behind. Causing stress, anxiety and friction.

What Got
You Here
Won't Get
You There

MARSHALL GOLDSMITH
WITH MARK REITER

The changes ahead will be **very, very different**

We need a new **operating system** for change

First, let's map the landscape

What has Changed?

What's brand new?

What has stayed the same?

How prepared do you feel your people, teams and workforce are for the 1-3 years ahead?

- ☐ *Not very*
- ☐ *We will get through*
- ☐ *Highly*
- ☐ *Extremely*

Next, let's map the impact

Productivity (Yours, Your team - up/down?)

Radical Innovation (Yours, Your team - up/down?)

Mental Wellbeing? (Yours, Your team - up/down?)

The Global Work-From-Home Experiment

- Employee morale and wellbeing most at risk
- Socially disconnected
- Isolation, fear & anxiety increase
- New processes, creation & training
- Zoom fatigue - harder to read emotions
- Burning platform - forcing re-imagination
- Many industries will not 'recover'
- Risk of being left behind & 'left-out'
- Short term 'coping' - *What new structures and environments are required for the long term*

What now?
Building **forward better**

FORWARD BETTER

Transforming change management

Thinking about your thinking...

Three areas of challenge

1. What **flexibility do you need in your workforce** to meet demand and supply, in the short term?

2. How best to sustain potential demand for **remote working in the longer term**?

3. What are the **future expectations that people will have of their employers** coming out of this crisis?

THRIVING IN EXPONENTIAL CHANGE

| | | SKILLS | + | INCENTIVES | + | RESOURCES | + | ACTION PLAN | + | EXPERIMENTATION | = | CONFUSION & MESS |

VISION + ▮▮▮ + **INCENTIVES** + **RESOURCES** + **ACTION PLAN** + **EXPERIMENTATION** = **ANXIETY & STRESS**

VISION + **SKILLS** + ▮▮▮ + **RESOURCES** + **ACTION PLAN** + **EXPERIMENTATION** = **RESISTANCE**

VISION + **SKILLS** + **INCENTIVES** + ▮▮▮ + **ACTION PLAN** + **EXPERIMENTATION** = **FRUSTRATION**

VISION + **SKILLS** + **INCENTIVES** + **RESOURCES** + ▮▮▮ + **EXPERIMENTATION** = **CHAOS**

VISION + **SKILLS** + **INCENTIVES** + **RESOURCES** + **ACTION PLAN** + ▮▮▮ = **SLOW CHANGE**

VISION + **AQ SKILLS** + **INCENTIVES** + **RESOURCES** + **ACTION PLAN** + **EXPERIMENTATION** = **RAPID CHANGE**

What does
ADAPTABILITY
mean to you?

What is Adaptability ?

AQ
Adaptability Quotient

Adaptability

"As a disposition and skill, adaptability is essential to an individual's psychological health, social success, and academic or workplace achievement."
(National Institutes for Health, 2015)

"Adaptability is the capacity to adjust one's thoughts and behaviours in order to effectively respond to uncertainty, new information, or changed circumstances."
(Martin, Nejad, Colmar, & Liem, 2013)

AQ - a metric of adaptability

"Measuring the abilities, characteristics, and environmental factors which impact the successful behaviours and actions of people, and organisations to effectively respond to uncertainty, new information, or changed circumstances."
(Decoding AQ, 2020)

Why our

ADAPTABILITY

and more importantly,

our **AQ** matters...

40% of jobs that exist today will **not exist in 10 years** time*

Problem: Rapid change, increased uncertainty, anxiety and stress is resulting in catastrophic economic and mental health impact for millions failing to adapt fast enough.

Depression & **anxiety** cost the global economy **$1 trillion** in lost productivity every year***

375 million may need to switch occupations and learn new skills**

61% of employees have experienced mental health problems due to work****
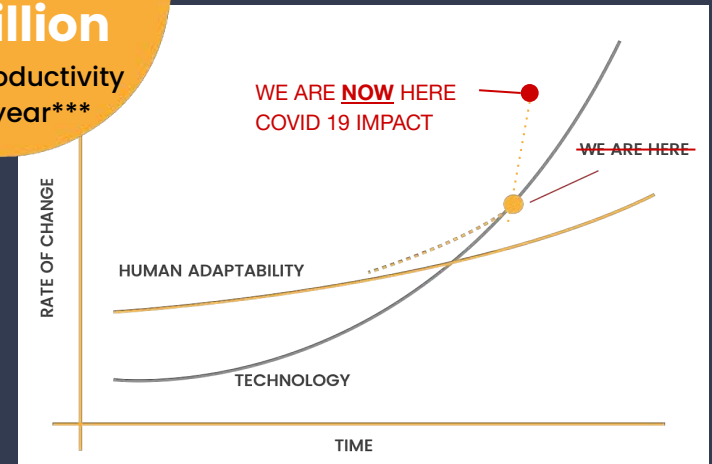
WE ARE **NOW** HERE
COVID 19 IMPACT

WE ARE HERE

RATE OF CHANGE

HUMAN ADAPTABILITY

TECHNOLOGY

TIME

Sources: * World Economic Forum, ** McKinsey&Company
*** World Health Organisation **** Mercer 2018

ADAPT OR DIE

FORTUNE

RANKINGS ∨   MAGAZINE   NEWSLETTERS   VIDEO   PODCASTS   CORONAVIRUS   CONFERENCES   SEARCH   SIGN IN   **Subscribe Now**

INTERNATIONAL
Mystery of Kim Jong Un's health continues to grow

HEALTH
Bill Gates' coronavirus vaccine could be manufacturing at scale in a year

HEALTH
"Every mayor will tell you they're being overwhelmed by good intentions"—A Q&A with Steve Davis on coronavirus efforts

COMMENTARY
A.I. will be crucial to companies outside of Silicon Valley—and they need a new playbook for it

FINANCE · UNEMPLOYMENT

Real unemployment rate soars past 20%— and the U.S. has now lost 26.5 million jobs

BY **LANCE LAMBERT**

April 23, 2020 1:42 PM GMT+1

pwc

77% of CEOs report not finding workers with the skills they need as the no.2 threat to their business. Sighting, neither technical or digital skills, but **human skills as most important and hardest to find, with adaptability in the top 5.**
PWC 20th Anniversary CEO Survey.

NO INDUSTRY IS SAFE FROM DISRUPTION & TRANSFORMATION

The level of work displacement is unprecedented. The pressure for people upskill & reskill to find new employment is a global and industry wide prob

J. CREW   Pier1   Hertz

Who is next?...

Training and supporting people to improve their adaptability will drive a positive, healthy future for all. Shifting from risk of collapse and survival to growth and thriving happiness.

GROWTH & DEMAND
- EVEN BEFORE COVID19

Most in-Demand Capabilities

1. **Adaptability**
2. **Culture fit**
3. **Collaboration**
4. **Leadership**
5. **Growth Potential**
6. **Prioritisation**

Linked in

Source Linkedin Emerging Jobs Report 2017/18

Executives now point to behavioral skills as the most critical for members of the workforce today

2016	2018	Behavioral skills	Core/technical skills
1	1	Willingness to be flexible, agile, and adaptable to change	
1	2	Time management skills and ability to prioritize	
3	3	Ability to work effectively in team environments	
4	4	Ability to communicate effectively in business context	
5	5		Analytics skills and business acumen
5	6		Technical core capabilities for STEM
7	7	Capacity for innovation and creativity	
8	8		Basic computer and software/application skills
9	8	Ethics and integrity	
10	10		Foreign language proficiency
11	11		Fundamental core capabilities around reading, writing, and arithmetic
12	12		Industry- or occupation-specific skills

Sources: 2016 IBM Institute for Business Value Global Skills Survey; 2018 IBM Institute for Business Value Global Country Survey.

REMEMBER...

If you can't measure it, you can't improve it.

Peter Drucker.

A focus on adaptability transforms every area of your people and workforce

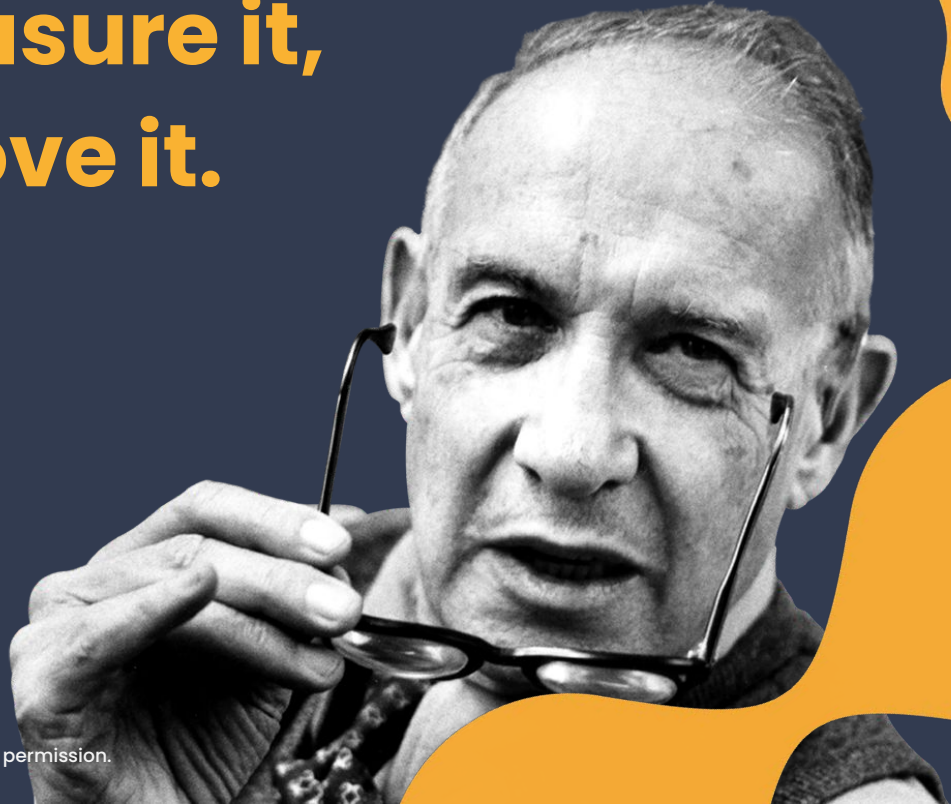Employees and teams aren't adapting quick enough, and are at risk of being left behind. Causing stress, anxiety and friction.

1. Employee Wellbeing
Anxiety/stress reduction & resilience building

Shifts in positions, titles, needs → related to what the company requires next.

'Role shelf-life'

2. Adaptable Leadership Development

3. Reduce Redundancies & support ethical exits

4. Employee Job change and augmentation reskilling

5. Digital Transformation / Change Programs

6. Accelerating Innovation initiatives identifying the right talent from the offset

7. Return to work safely Adapting to new procedure changes

Radical RE-THINK – to survive & thrive

We require the most adaptable workforces and companies we have ever seen...

To grow and thrive, we must ensure our new recruits, teams, organization and collaboration partners develop skills of high adaptability (AQ).

Deploying adaptability programs, at scale

✓ **MEASURE** – Get your data baseline

OUR AQme assessment...

1. **Who** adapts and why?
2. **How** and to what degree does someone adapt?
3. **When** does someone adapt?

Deploying adaptability programs, at scale

✓ Get Personal – Act Fast

1. **Align communications** and messaging to individual motivators and styles
2. **Engage** by learning the language of AQ
3. **Cultivate** a resilient & experimental mindset

Deploying adaptability programs, at scale

- Measure employees, applicants and leaders' adaptability in a **unique and engaging way**

- **Instant**, personalised dashboard **report**

- AI and machine learning for **Predictive actionable insights**

- Complete your first assessment in **under 30 mins.**

Act now, before it's too late...

Our model of AQ – THE ADAPTIOTIC TABLE

Transforming the way people and organisations adapt to change

AQ ABILITY
How and to what degree do I adapt?

1 Gr	2 Mf	3 Mi
4 Re	5 Un	

AQ CHARACTER
Who adapts and why?

6 Er	7 Ex	8 Ho
9 Ms	10 Ts	

AQ ENVIRONMENT
When does someone adapt to what degree?

11 Cos	12 Eh	13 Tes
14 We	15 Ws	

AI Predictive Optimisation

16 Cri
17 Rsi

1. Grit
2. Mental Flexibility
3. Mindset
4. Resilience
5. Unlearn

6. Emotional Range
7. Extraversion
8. Hope
9. Motivation Style
10. Thinking Style

11. Company Support
12. Emotional Health
13. Team Support
14. Work Environment
15. Work Stress

16. Change Readiness index
17. Reskill Index

Scientifically valid measures of the 17 dimensions of adaptability

AQai.

Act now, before it's too late...

How prepared for the future COULD your people, teams and workforce be, if you developed their AQ?

☐ Not very

☐ About the same

☐ Highly

☐ Extremely

What influences stress at work?

When the below increases from *Low* to *Medium*

Average *stress increases* by…

Anxious Character *28%*

Required Change *26%*

Average *stress decreases* by…

Resilience Ability *37%*

Team Support *28%*

Focus on the biggest impact…
Opportunity to Cultivate a resilient & experimental mindset

1 in 3 with low adaptability

A substantial share show low adaptable behavior and can benefit greatly from interventions

Baby Boomers have lower adaptability

Older employees have a substantially higher share of employees with low adaptability

Unlearn Ability* can boost adaptability by 40%

Our predictive model identified Unlearn Ability as the most important skill to improve adaptability

1 in 4 employees experience high overwork

Burnout in the workplace can limit effective behavior for change and result in turnover

*Unlearn Ability - Unlearning is the ability to be able to rethink the status quo, reassess skills, or adjust old methodologies that are no longer relevant. It represents the balance between learning new things, and disregarding old data. It encompasses an open mindedness to try new ways of doing things even if they outmode previous ideas or knowledge.

Leverage the Power of 'UNLEARNING' and letting go...

Power of 'UNLEARNING' and letting go...

Processes, services, behaviours, actions, clients, propositions
Taking inspiration from Dan Sullivans' 4 c's model (Commitment, courage, capability & confidence).

COMMIT: *Identify what is no longer working/serving you, write a list and star your top 3.* ***'the stop doing list'***

Start small and COMMIT to 'let-go' of one per day or week.

What is no longer delivering success?

ACTION

COURAGE -
Once a week share a positive focus story with your colleague/team, where you stopped something from your list

Power of 'UNLEARNING' and letting go...

Processes, services, behaviours, actions, clients, propositions
Taking inspiration from Dan Sullivans' 4 c's model (Commitment, courage, capability & confidence).

*NEW **CAPABILITIES** - Identify 2 or 3 new skills, technologies, processes, behaviours, or software, to run a rapid experiment with - start small.*

What am I willing to experiment with to affect the results I want?
What could I try for the first time?
What would be actionable within 48 hours?

ACTION

CONFIDENCE - Once a week share a positive focus story from the experiment you took, why you selected this and your next action. This will help you breakthrough and achieve extraordinary results.

Helpful questions for this are:
- *What am I grateful for as a result of the experiment?*
- *How can I build from this with a simple next action?*

Only look to deploy adaptability programs if...

1. You proactively want to expand the **support for the mental health and wellbeing of your workforce**. Recognising they need help to successfully navigate the massive changes ahead.

2. You **see innovation not just as needed but as a critical competitive advantage** that will become evermore valuable through each market change.

3. You recognise we are living in a VUCA* world, and **invest in the learning and development of your people**. To provide relevant and happy futures, for both your people and your organisation. *(volatility, uncertainty, complexity, and ambiguity)*

Invest in your future success now

1. 30% Saving on AQme
~~$65~~ $46
ACCESS HERE

CODE: AZTC

2. 50% Saving AQteam Special Offer
10 assessments for the price of 5
~~$650~~ $325
ACCESS HERE

CODE: AZTC-TEAM

3. Access the
Global Benchmark
AQ index report

*CONTACT
ross@AQai.io*

4. For a copy of this deck, email
ross@aqai.io

AQai
ADAPTABILITY

THANK YOU

AQai
ADAPTABILITY
ASSESSMENTS & COACHING

ROSS THORNLEY
Co-Founder & CEO, AQai

"The AQ Guy"

ross@aqai.io

"Entrepreneur and 'AQ' Pioneer.
Author of Moonshot Innovation & AQ Decoded. Ross's work is opening up new frontiers in HrTech and EdTech.

Leveraging conversational AI and predictive analytics his company's platform enables people, teams and organisations to successfully navigate accelerating change.

His ability to contextualise diverse and complex subjects, inspire and engage audiences makes him a highly sought after international speaker."

THE WALL STREET JOURNAL.

MOONSHOT INNOVATION

Amazon

DECODING AQ
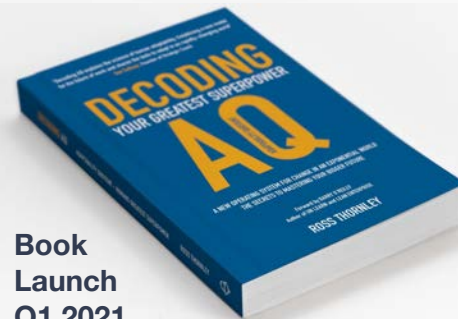
Book Launch Q1 2021

Listen to Podcast Series

Start now, together we can build your highly resilient and adaptable workforce, delivering your future success

Identify high-adaptors to secure your future

Invest in **adaptable leadership development**

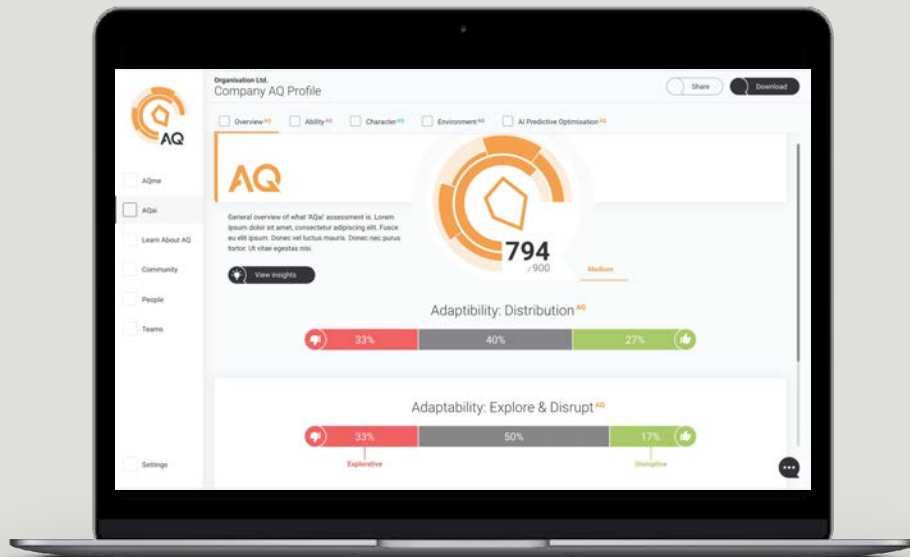**Promote effectively**, by matching AQ competencies to roles

Identify those at risk early and provide **support to reskill and upskill**

Build more **effective innovation teams** to drive breakthroughs

Reduce workplace stress and overwhelm

Improve alignment and speed up on-boarding for **mergers and re-structures**

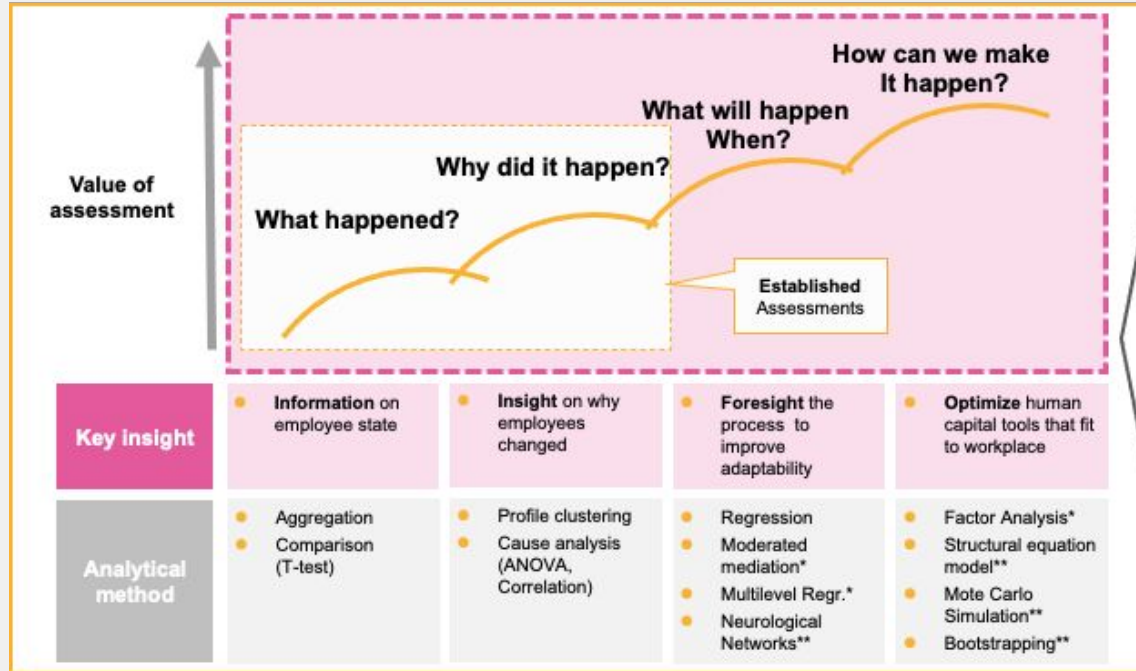**Drive transformational change - boost change management success**

Executive readiness

To unlock the secrets of **human adaptability,** ensuring **no-one is left behind** in the fastest period of change in history.

To Inspire and unite the best of humanity

Thus the AQ assessment is integrated into advanced analytics and AI models

Source: Gartner Institute; * only in Beta 2.0; ** only in commercial launch

Supporting the Global Goals 2030 agenda

THE GLOBAL GOALS

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

10 REDUCED INEQUALITIES

TARGET 4·4
INCREASE THE NUMBER OF PEOPLE WITH RELEVANT SKILLS FOR FINANCIAL SUCCESS

TARGET 8·2
DIVERSIFY, INNOVATE AND UPGRADE FOR ECONOMIC PRODUCTIVITY

TARGET 8·3
PROMOTE POLICIES TO SUPPORT JOB CREATION AND GROWING ENTERPRISES

TARGET 9·5
ENHANCE RESEARCH AND UPGRADE INDUSTRIAL TECHNOLOGIES

TARGET 10·1
REDUCE INCOME INEQUALITIES