

# ***Year End Greetings***

*from*

## ***The Jump Network***

***People - Purpose - Performance***

*January 2020*

Last year we looked at Hubris, Nemesis and Catharsis to explore the highs and lows of 2018.

This year the unmissable message has been sustainability and the challenge of delivering the triple bottom line of People, Profit and Planet.

Having spent time in India in 2019 we were also re-acquainted with the ancient Indian game of Snakes & Ladders, which originated in the 2nd century to teach children the difference between virtues (Faith, Reliability, Generosity, Knowledge, Asceticism) and vices (Disobedience, Vanity, Vulgarity, Pride, Greed, Lying, Theft, Drunkenness, Debt, Rage, Lust, Murder).

Clearly the ancients understood that vices outnumber virtues, hence the surplus of snakes on the original game board. The game seems an apt metaphor to review our triple bottom line scorecard 2019, so let's play some sustainability Snakes & Ladders for People, Profit and Planet.



*19th Century Jain Snales & ladder Board*

## People

**Won't Work** - Quite an achievement in itself, Adam Neumann outdid Mark Zuckerberg as the nemesis of Silicon Valley this year with a failed IPO plummeting from a \$47bn valuation to a meagre \$8bn. Outsized super-voting shares and a nepotistic succession plan (wife Rebekah was named in the IPO prospectus) did nothing to restore faith in the company whose mission claims to "Elevate the World's Consciousness". According to the Wall Street Journal, further questionable practices included demanding that employees be fired because of their "energy" (again an edict from Ms. Neumann), and a hard partying corporate culture including substance abuse aboard the corporate jet. The big question is whether WeWork is even a tech company. It's a good challenge given it essentially owns and rents office buildings, and despite claims that tracking user habits represent an untapped treasure trove of big data, WeWork has so far failed to convince investors. With Ms. Neumann being Gwyneth Paltrow's first cousin, WeWork could end up giving even Goop a bad name. Even now Neumann's \$1.6bn exit package could get even sweeter through complex structured "profit interests" in the event of a future sale.

*Score: 3 Snakes for narcissism, nepotism, and greed*

**Son Don't Shine** - "Feel the Force" sounds like a dubious investment strategy at the best of times, but thus spoke Masayoshi Son as he built up his \$75bn Softbank Vision Fund across 88 companies. Since the collapse of WeWork and some other notably underperforming investments, including Uber and Slack, Son & Co. have beefed up governance, adding Board seats and banning super-voting shares for founders. But the portfolio still looks vulnerable. Dog walking app Wag, also underperforming, is a case in point suffering a spate of lawsuits from pet owners claiming theft of fancy pet accessories and dog walking casualties. A case of the tail wagging the dog?

*Score: 2 Snakes for financial hubris and pretending to be Yoda*

**Bad Boys** - Bad behavior by (mostly) men in leadership positions was a familiar pattern again in 2019. Not only in Brazil but in the corporate world PWC's "Strategy+" reports that ethics are now the foremost cause of CEO departures, overtaking financial factors for the first time. Bullying, sexual indiscretions, environmental mismanagement, bribery, inflated CVs and fraud all featured on the list of recent departures.

*Score: 2 Snakes for misogyny and missing the #MeToo memo*

**International Monetary Females 2.0** - On a more positive note, last year we welcomed new IMF Chief Economist Gita Gopinath as the first woman appointed to direct its research department. Other notable appointments this year include: Christine Lagarde at the ECB, Kristalina Georgieva at the IMF, Indian Finance Minister Nirmala Sitharaman, Julie Sweet CEO of Accenture, Ursula von der Leyen the new EU Commission President, Michelle Scrimgeour as CEO of Legal & General, Sanna Marin as the youngest Finnish PM at age 34 (despite barbs from the Estonian government), Jane Fraser as Chairperson of Citigroup, and Roula Khalaf as the first female Editor of the FT. Expect more joining their ranks in 2020.

*Score: 3 Ladders for diversity, leadership, and impact*

**For Sama** - Another inspiring female voice emerged this year as Waal Al-Kateab, Director of "For Sama", her documentary about

life under fire in Aleppo. Despite daily shelling she manages to fall in love, get married, and have a daughter, showing that life and renewal is possible under any circumstances. Given the lack of international response to the conflict in Syria, this film has raised awareness and provoked further debate about unresolved conflict in the region.

*Score: 3 Ladders for courage, hope and a powerful female perspective on war*

**Head In the Clouds** - The inspirational voice of business this year has to be Satya Nadella, who has comprehensively turned around Microsoft's fortunes, from share price to culture and cloud computing - winning a \$10bn cloud and AI contract from the Pentagon in October. Written up variously by Herminia Ibarra of LBS, HBR, Forbes and named FT Person of the Year, Nadella credits his Asian values, his personal family experience, empathy, and humility as cornerstones of this cultural renaissance. Carol Dweck's "Growth Mindset" also played a role after Nadella's wife passed the book on to him. Microsoft has also found its way back to innovation, creating 3-D layers of "voxels" inside glass that store data permanently at a fraction of the storage cost of traditional servers.

*Score: 3 Ladders for humility, authenticity, and strategic brilliance*

**Be Like Water** - In positive social change elsewhere, efforts by China to ban problematic keywords from the Internet such as "student protest" and "I disagree" or threaten students in local international schools with 3 years in jail if they failed to sing the Chinese national anthem has not been enough to silence action in Hong Kong. In reaction to a proposed extradition law to repatriate suspicious Hong Kong nationals for trial on the mainland, the umbrella movement of 2014 was revived. Channeling Hong Kong actor Bruce Lee's "be like water" mantra, Hong Kong students and other residents are in their 36th week of demonstrations, using messaging apps and secret hand signals to rally and then disperse. "One-country two systems" has been seriously put to the test and how the Party will avoid losing face remains an open question. International condemnation has been muted given reliance on Chinese trade, and even Apple caved in to profits over politics by removing a mapping app used by demonstrators. A rare bright spot emerged when Cathy Pacific CEO Rupert Hogg

resigned rather than turn over names of protesting employees - a brave move given the importance of his mainland customer. Hong Kong ("Fragrant Harbor" in Chinese) doesn't smell so sweet at the moment.

*Score: 1 Ladder for democracy, 1 Snake for demagoguery*

**Alt Tweet** - On contrast to internet suppression, Wikipedia co-founder Jimmy Wales quietly launched a rival to Facebook and Twitter to combat click-bait. "WT:Social" allows users to share links to articles and discuss them in a Facebook-style news feed using the Wiki business model of donations from users that allow the network to operate without advertising. With Facebook paying 13 year olds \$20 a month to monitor their online activity and "Message Kids" shut down after criticism from child psychologists, Wales offers a refreshing alternative for our screen-obsessed teens.

*Score: 2 Ladders for a great alternative to manipulative algorithms and FOMO*

**Emoji Esperanto** - More online innovation came from The Unicode consortium, in charge of global computer protocol, by approving 168 new emojis in 2019. Bringing the total official list to 3,178 the new figures include gender-neutral firefighters, astronauts and judges as well as wheelchair figures. This visual Esperanto bridges cultures, languages and generations, and even Tutankhamen might feel right at home in an instant messaging chain were he alive today.

*Score: 1 Ladder for diversity, 2 Snakes for Russia banning gay family emojis and China banning the Taiwanese flag*

**Netflux** - Elsewhere in media-land the ascendancy of streaming continued apace with Netflix securing 15 Oscar nominations in 2019 including 3 Oscars for Roma. The Netflix annual production budget is now \$15bn, with Amazon and Disney playing catch buying Hulu and funding their own combined content budgets almost equal to Netflix. The streaming wars are set to move to the next level in 2020.

*Score: 2 Ladders for reviving the film industry and creative talent, 1 Snake for fuelling our binge-watching*

**Game of Foams** - Despite big budgets, production glitches can still happen as the "Latte of Westeros" was spotted on Games of Thrones in a May episode. The Producer said the Starbucks cup was a mistake and that Daenerys had actually ordered herbal tea. But the mistake spawned a new advertising model as experts calculated the gaffe to be worth millions in free publicity for Starbucks.

*Score: 1 Ladder for interplanetary product placement*

**Play On** - The mass appeal of streaming and all forms of online content is undeniable. As another barometer, e-gaming value is now equivalent to the 5th largest country, with 250m players doing "The Floss" on Fortnite or attending multiplayer stadium events. 16-year-old Kyle Giersdorf won \$3m at the Fortnite World Cup, almost as much as the \$3.8m on offer to the winner of the US Tennis Open. Gaming now poses a real dilemma for advertisers who can no longer reach their critical 14-18 year old male demographic, as e-Sports fans cut the cord.

*Score: 1 Ladder for keeping kids off the streets, 1 Snakes for luring young people further into the virtual world*

**Going Bananas** - In other games, artist Maurizio Cattelan simply taped a banana to a blank wall at Art Basel Miami and called it "Comedian". Soon collectors were shelling out \$120,000 for editions of this "work" and when asked how they might preserve it, buyers admitted they might have to change the banana every few days to keep it fresh. Marcel Duchamp's urinal display of over a century ago at least showed humor and originality. We are not sure about this attempt. As Magritte might say, "Ceci n'est pas une banane".

*Score: 1 Snake for cynicism*

**Note This** - In somewhat more uplifting art, new images appeared on UK banknotes this year with Jane Austen on the £10 note, thanks in part to campaigner Caroline Criado Perez (see Recommended Reading), and the father of AI Alan Turing gracing the new polymer £50 note.

*Score: 1 Ladder for diversity*

**Prime Divorce** - Jane Austin might also be proud of MacKenzie Bezos, the recently divorced wife of Jeff, who stands to keep her 4% stake in the company (that's \$35bn) following his taking up with helicopter pilot Lauren Sanchez. That will probably make MacKenzie the 3rd richest woman in the world.

*Score: 2 Ladders for gender equality and fairer divorce settlements.*

**Judgment 2.0** - And finally in the people category, "What to do when you run out of data" was the intriguing question behind research on Judgment by Sir Andrew Likierman of London Business School. Now published in HBR, Likierman shares further insights for leaders tackling this intangible but strategic skill. Among key areas to develop are: listening well, reading widely, seeking diversity, focusing on relevant experience, and staying detached while asking questions to test feasibility. Liekerman's work seems to have prompted similar research at Berkeley and UCL, where philosophy, psychology and ethics are now being added to IT and Economics courses. Read more in this month's HBR.

*Score: 1 ladder for making the intangible more concrete in an algorithmic world*

## Profit

**OMG It's ESG** - The value of ESG as a global investment movement is now estimated at \$31tn with backers from "Climate Action 100+", the "Global Steering Group for Impact Investing", the International Red Cross "Humanitarian Impact Bond", and Al Gore's "Generation Investment Management". Outgoing BoE Chief Mark Carney is instituting a "Climate Stress Test" for banks to measure balance sheet risk, prompting 3/4 of UK banks representing \$1tn in assets to now treat climate risks like financial risks. But as Carney says, "More work remains to be done": Greenwashing is still an issue with companies superficially declaring environmental compliance while covering up shadowy supply chains, opaque reporting standards, and undeclared social impact. Impact investing is still in its infancy with further claims of "Rainbow-washing" (PR stunts that mislead investors about green credentials) and "Purpose-washing" (the FT's Responsible

Business Tracker says 86% of surveyed companies claim to have a Purpose but only 17% have any viable implementation mechanisms).

*Score: 1 Ladder for sustainability, 3 Snakes for Green-washing, Rainbow-washing and Purpose-washing*

**Not Out of the Woods Yet** - Elsewhere in the investment world we haven't all behaved so well. The industry crisis was highlighted by the demise of star stock-picker Neil Woodford's empire during 2019. While poorly disclosed illiquid assets were at the core of the initial investor scare, the relentless rise of ETFs and passive investments continued to take a toll across the asset management industry as a whole. Woodford's investors can expect to lose about 1/3 of their holdings and the wider industry trends are causing headaches for active managers everywhere. A startling example of financial advisors' diminishing value is a recent statistic showing 2/3 of Chinese investors do all their trading using mobile apps.

*Score: 2 Snakes for hubris and poor client care*

**Smokin' Returns** - Unlikely new players are winning where incumbents are losing. The world's first cannabis fund became the second most profitable ETF in Canada after returning more than 50 per cent by March 2019. The Horizons Marijuana Life Sciences Index fund grew to \$1.3bn in assets despite hefty management charges. But the search for returns is not without risks as Vaper Juul plummeted in value from \$38bn to \$24bn following concerns over misuse of smoking substitutes, and most of the Sackler family went under investigation as the OxContin opioid crisis grew. Even artist Nan Goldin, hooked after being prescribed the drug for an injured hand, started a movement against Purdue Pharma to cancel Sackler funding for the Tate and National Portrait Galleries.

*Score: 1 Ladder for medical advances based on cannabis oil, 2 Snakes for fuelling addiction and seducing younger users into "cool" tobacco*

**School's Out in Chicago** - Speaking of investment returns, Milton Friedman's 50 year old mantra of shareholder return as the raison d'être of corporate strategy was challenged as 181 chief executives, including the leaders of Apple, Pepsi and Walmart, signed up for a new "multi-stakeholder" model. Retiring Friedman's

Chicago School ideas, the Business Roundtable now prescribes equal weight to 5 stakeholder groups: investors, employees, communities, suppliers and customers. In related news, the B-Corp movement has now certified 3,175 companies along similar lines. And even the HBR has updated its CEO ranking criteria with more weight on ESG factors.

*Score: 2 Ladders for improving "Company Purpose", 1 Snake for the US CEO:worker pay ratio now standing at 254:1*

**I'm a Libra** - Some leaders are still hooked on Friedman, sometimes with undesirable consequences. Facebook's continued focus on profit has led to denial and obfuscation. From the Cambridge Analytica referendum meddling, data leaks, millions of fake accounts, anti-competitive business practices and aggregation of platforms under the banner of a "Privacy Focused Vision", the advertising-led model continues to drive poor leadership. But not everyone is taking it lying down: in March both Heads of WhatsApp and Instagram resigned, as did the Chief Product Officer. The widely held assumption was perceived inconsistency of privacy messages with data land-grabs in the style of WeChat. At Google, highly respected AI researcher Meredith Whittaker, a distinguished research scientist at NYU and organizer of the Google Walkouts, also left to co-found the AI Now Institute that focuses on "Accountable Tech". Luckily, the global reaction to Facebook's Libra crypto-currency to "serve the 1.7bn people without bank accounts" has met with little sympathy from investors or regulators. The FAANGs (Facebook, Amazon, Apple, Netflix, Google) are now the BAADs (Big, Anticompetitive, Addictive, Destructive to Democracy). Interestingly, Zuckerberg is a Taurus which is on the opposite astrological side of Venus and apparently "difficult to reconcile" with Libra. Perhaps he should have consulted an Astrologer first.

*Score: 1 Ladder for those who quit, 1 Snake for those who stayed*

**Trillion Dollar Baby (almost)** - And speaking of world domination, only last year Apple and Amazon became the first \$1tn market cap companies, but financial ambition reached new heights this year as Saudi Aramco targeted a £2tn valuation for own recent IPO. However, "transformation" under the Crown Prince has not been as transparent as was hoped, leaving Western investors wary of buying into the MbS deal. After going around the region cap in

hand, the IPO eventually squeaked towards \$1.7tn, reaching \$2tn on the second day of trading only after issuing bonus shares and bank loans, and pressuring wealthy families to buy in.

*Score: 1 Ladder for progress including women's rights, 1 Snake for an opaque Monarchy accountable only to itself*

**Just Do It** - And finally, in some positive economic news, English voters, worn down by 3 years of Parliamentary paralysis, voted to "Get Brexit Done" on December 12 and move ahead with the EU divorce. Brexit coined a whole new lexicon, from Brexistential (who are we, anyway?) to Bretiquette (don't talk about it), to "Clowning St", "Silly Isles", and "Oh \*\*UK!" - from the Economist, no less. An immediate post-election uptick of £8bn in share price of companies targeted for nationalization showed the scale of relief among businesses. Boris Johnson promised the UK would be carbon-neutral by 2030 and Corbyn-neutral by Christmas. At least he's got a sense of humor.

*Score: 1 Ladder for getting it done, 1 Snake for shaving several points off the UK's GDP*

## Planet

**Greta Greets Us** - No need for an introduction to the 16-year old Swede Greta Thunberg, named Times Person of the Year on December 11. With the sub-caption "the Power of Youth", the environmental activist is the youngest person to grace the prestigious magazine cover. Thunberg is known for Fridays for Future, where students skip school to protest climate change, speaking at the UN Climate Action Summit, and promoting "Flygskam" by avoiding planes. Some world leaders dismiss Thunberg, questioning her real motives and whether a transatlantic sailing crew is more carbon friendly than a single air ticket. But there is no denying the world is on Greta's side and she is on ours. We'd better watch and learn.

*Score: 3 Ladders for courage, persistence, and the power of youth*

**Bolshie-naro** - On the opposite end of the climate spectrum, it is difficult to find any silver lining in the haze of Amazon forest fires, exacerbated this year by new Brazilian President Bolsonaro's push for "economic development" in the rainforest regions. Overturning

decades of policies to hold back de-forestation and respect local indigenous communities, gun ownership has been widened so people can "defend themselves", an Agribusiness executive is now in charge of indigenous affairs, and the Amazon has become a symbol of our inability to balance people, planet and profit. The results are frighteningly visible: The Amazon's "flying rivers" that deliver 20 billion metric tons of water daily through "transevaporation" create a virtuous circle of moisture that is now at risk of drying out irreversibly. 17% of the rainforest has been stripped and scientists believe the tipping point when the rainforest will die off will come at 25%. The UN estimates 1.8 million species are under threat of extinction and the Royal Statistical Society has named 8.4 million as the Statistic of the Decade: the equivalent in football pitches of rainforest lost over the past 10 years. In July alone 20,000 km<sup>2</sup> were cleared, evidenced by satellite imagery. The country's satellite Director has since been sacked, and adding insult to injury, Amazon has provisionally won the right to the ".amazon" domain name following a protracted dispute with eight Latin American governments.

*Score: 3 Snakes for short termism, arrogance and indigenous irresponsibility*

**Peak Packaging** - And speaking of the Amazon, Amazon.com continues to be on the receiving end of packaging complaints as enormous boxes arrive on our doorsteps with one lonely item floating in a sea of plastic. Exacerbating the situation this Christmas has been the increase in Prime deliveries as impatient customers insist on receiving stuff in the shortest time possible, clogging supply chains and doubling up on transport costs. Environmentalists have gone on the offensive, calculating that Amazon emits 44m metric tonnes of CO<sub>2</sub> annually through its deliveries, equivalent to the carbon footprint of Denmark. We reached "peak stuff" a few years ago, and despite the craze for Youtube "unboxing" shows, do we really need our organic vegan puppy food before lunchtime tomorrow?

*Score: 2 Snakes for environmental disregard and excessive consumerism*

**One Word: Plastics** - Perhaps we could have learned this lesson years ago when a young Dustin Hoffman was given dodgy career advice in the 1967 film *The Graduate*. Promising to be a miracle

product for everything from toys to tape-recorders, packaging, clothing, cars and computers, we recently discovered plastic micro-particles in the pristine Arctic snow (ironically during the hottest July on record). A plastic shopping bag was also spotted at a depth of 11,000 meters in the Mariana Trench, our deepest ocean trench, officially making it the deepest known piece of man-made rubbish. At least Lego is contemplating renting its iconic play bricks to reduce plastic consumption, but maybe like Dustin we should have binned the whole idea 50 years ago.

*Score: 2 Snakes for plastic manufacturers and inadequate recycling habits*

**Sand Banks** - Incredibly, sand became the latest natural resource threatened with extinction this year. A core ingredient for concrete, sand depletion is a consequence of the global construction boom as roads and buildings blanket the landscape from Shanghai to Santiago. Alarmingly non-renewable, sand takes thousands of years to form as water currents erode stones and shells in riverbeds and oceans. Another reminder that what looks inexhaustible is just not so.

*Score: 2 Snakes for resource depletion and the global building glut*

**COP-Out** - Despite this kind of increasing evidence, none of the top 3 polluters - China, the US, and the EU - seemed willing to make any commitments to reducing emissions at the recent COP25 in Madrid. The meeting ended in acrimonious blame games around how to use Kyoto 1997 carbon credits. China, recently ramping up solar and wind power, reverted to firing up old coal power plants as soon as economic indicators moved the wrong way. One of the worst offenders of the COP 25 impasse was extractive and unrepentant Australia, also suffering its worst ever bush fires. PM Scott Morrison had to hurriedly pack his budgie smugglers and return from holidaying in Hawaii. Surveying what many see as self-inflicted devastation, he still vociferously denies man's role in climate change.

*Score: 3 Snakes for failed international collaboration, vested interests, and dodgy beachwear*

**Iced** - The "funeral" held by climate activists for the last remnants of the Pizol glacier in Switzerland this summer provided a graphic

example of the extent of ice melt in the Alps, which has suffered faster rising temperatures than other parts of the globe. Dressed in black, mourners grieved the 80 per cent loss of ice since 2006. Just 26,000 m<sup>2</sup> now remains of 320,000 surveyed in 1987 and Pizol is expected to vanish completely by the end of next decade, the first to be removed from the Swiss glacier surveillance network. Glaciers hold 95% of the world's fresh water reserves, and with Arctic ice melt some predict sea levels rising by 1m by 2100, which will displace 680m people and compromise marine life as waters further acidify.

*Score: 2 Ladders for awareness and one of the most powerful environmental images of 2019*

**Ad Astra** - On a more positive note, scientific breakthroughs in 2019 were as awe-inspiring as the discovery of gravitational waves and the Rosetta landing on a comet in 2018. NASA's New Horizons probe sped past Ultima Thule, the most distant known object in the galaxy on New Years Day. A few months later, scientists obtained the first image of a black hole using the Event Horizon Telescope array to peer into galaxy M87 where a bright ring forms as light bends in the intense gravity around a black hole 6.5 billion times more massive than the Sun. Per Aspera Ad Astra indeed.

*Score: 2 Ladders for building on Einstein's original idea and unprecedented international collaboration*

**Living Logos** - Back on Earth, we found an inspiring story from Mexican chemicals company Orbia who undertook one of the most innovative triple bottom line initiatives of 2019. Engaging its entire staff of 22,000, its customers and Board members, Orbia recreated its company purpose bottom up with a "living logo" that CEO Daniel Martínez-Valle says shifts in real time depending on the level of achievement of corporate priorities. These include the share of women in leadership, greenhouse gas emissions, and return on invested capital. See <https://www.orbia.com/this-is-orbia/our-impactmark/>

*Score: 2 Ladders for creativity and engagement*

**Vegan Unicorns** - In another great sustainability story, UK bakery chain Greggs became the first vegan unicorn as sales of its Vegan

Sausage Roll topped £1bn in March. Capturing the zeitgeist of sustainable foods, even Burger King has launched the Rebel Whopper using soy-based patties from Unilever. Bye-bye BBQ?

*Score: 2 Ladders for sustainability with taste*

So we get 38 Ladders against 37 Snakes - still ahead but just. As Mark Carney says, much remains to be done. But what?

Author Naomi Klein recently contended in her new book "On Fire" that individual actions cannot add up to anything like the kind of scale of change that we need for sustainability. But Malcolm Gladwell reminds us in "The Tipping Point" that it is the accumulation of small actions that tips us into transformative social movements. Gandhi also told us to "be the change you want to see the world". And anthropologist Margaret Mead said "never doubt the power of a small group of committed people to change the world, indeed it is the only thing that ever has."

Some say we have just the next 10 years to turn things around. This is quite possible, so in this decisive decade if you want to do something, try crafting a personal plan:

**CONNECT** - Connect with something you care about. Steve Jobs told us that good day is when you get to spend time working on something that matters to you. What can you connect with?

**REFLECT** - Much has been written about mindfulness, but the essential skill behind this is the ability to reflect. In doing so we make sense of our thoughts and the world around us. Reflecting before acting ensure clarity and focus.

**ACT** - Without action things won't happen. We can be as active as Greta, sailing across the Atlantic to a climate Summit, or we can take smaller steps like provoking a conversation, writing a blog, or challenging our daily routines.

**FEEDBACK** - It is said that "feedback is a gift". We don't know how we're doing unless we measure impact. Nadella's use of feedback has been key to his recent achievements, and psychologist Ed Schein was one of the first to encourage "humble inquiry" to understand what is really happening and to move things forward with empathy and power.

**TELL** - The 14th Century Sufi poet Hafiz said: "The words you speak become the house you live in". If you've tried something new, tell someone else about it. Stories create ideas that create further action. So as you craft your story, tell a friend, a colleague, or write about it.

We wish you fruitful and inspiring crafting in 2020.

With best wishes,

*The Jump Network*  
*London*  
*January 1, 2020*

### **Recommended Reading**

*"Invisible Women: Exposing Data Bias in a World Designed for Men"*  
*Caroline Criado Perez, 2019*

British feminist, activist and journalist Caroline Criado Perez won the 2019 Financial Times and McKinsey Business Book of the Year Award with her exposé of how our world is largely built for and by men, ignoring half the population with "sexism hiding in plain sight". Dubbed "Simone de Beauvoir with data" by the FT, Criado-Perez led the Women's Room Project for female experts to be better represented in media, and the campaign for Jane Austen to appear on the new £10 note.

*"21 Letters on Life and its Challenges"*  
*Charles Handy, 2019*

One of our favourite strategists and thinkers returns with a new book addressed to his children - and by extension all those of the next generation in whose hands our future lies. With clear-eyed and optimistic writing, Handy again challenges us to test our ideas and assumptions about the future of humanity and our own prosperity.

*"The Silo Effect"*  
*Gillian Tett, 2016*

Drawing on her early studies as an Anthropologist and her current role at the FT as a pre-eminent commentator on global financial markets, the Chair of the Editorial board and US Editor-at-large of the Financial Times explains the financial disasters of the last decade through a behavioral as well as business lens, starting with the Financial Crisis. Now 3 years old, Tett's insights remain

indispensable for decision makers everywhere who want to understand how our hidden drives and biases can sabotage our best thinking.

*"The Fortune at the Bottom of the Pyramid"*  
C.K. Prahalad, 2009

As we look at future sustainability, how we develop untapped emerging markets responsibly will become a key question for the planet and its resources. Prahalad's original research on how companies can serve "the other 4bn" while alleviating poverty is now a proven, profitable reality. We forget how quickly technology and business can be adopted in seemingly inaccessible markets, and smaller, remote communities are often more sophisticated in their behaviors than their jaded Western counterparts.

*Humble Inquiry: The Gentle Art of Asking Instead of Telling*  
Edgar Schein, 2013

Sustainability will in the future depend on the quality of the dialogue between us. As politicians around the world engage in more dogma, threats and blame, dialogue that focuses on mutual outcomes seems in short supply. Schein is more relevant than ever as the former MIT Professor reminds us the value of asking versus telling, building relationships based on respect, being curious together about the "best next adaptive move".

*"The Thrilling Adventures of Lovelace and Babbage  
The (Mostly) True Story of the First Computer"*  
Sydney Padua, 2016

Graphic artist and animator Padua's hilarious and erudite graphic novel of Charles Babbage and Ada Lovelace, daughter of Lord Byron as they invent the famous "Difference Engine" of 1847 is a welcome antidote to the "brogramming" culture of Silicon Valley and unstoppable hubris of Big Tech. As the first female computer scientist, the brilliant Lovelace is smart, punchy, and would make Susan Fowler proud. For an intriguing peek at the Difference Engine see <https://www.youtube.com/watch?v=0anlyVGeWOI>

*"Courageous Conversations - Podcasts & Poetry"*  
David Whyte, 2004-19

The Irish-American poet and consultant continues to provide guidance for leaders and organizations through poetry with speaking events, walking tours of Ireland, and new writings and recordings

*Harvard Business Review*  
[www.hbr.org](http://www.hbr.org)

Editor-in-Chief Adi Ignatius guides us through essential bi-monthly insights on leadership, business and society with characteristic clarity, humor, and journalistic flair

## **Selected Client List**

*Allianz Capital Partners  
Ernst & Young  
Howard Kennedy  
Institut Laue Languevin  
Kingfisher  
Knauf Aquapanel  
Novo Nordisk  
U+I plc  
UniCredit  
World Health Organization*

## **Business Partnerships**

*London Business School - [www.london.edu](http://www.london.edu)  
Harvard Business Publishing - [www.HBR.org](http://www.HBR.org)  
Organisation Development Network - [www.odneurope.org](http://www.odneurope.org)  
InsideOut Partnership - [www.insideoutpartnership.co.uk](http://www.insideoutpartnership.co.uk)  
NTL Institute - [www.ntl.org](http://www.ntl.org)  
Mind3 - [www.mind-3.com](http://www.mind-3.com)*

## **Social Enterprises**

*The Children's Initiative Honduras - [www.childrensinitiative.org](http://www.childrensinitiative.org)  
Global Health Initiatives for Africa - [www.who.int](http://www.who.int)  
Tropical Disease Research - [www.who.int/tdr](http://www.who.int/tdr)  
Social Documentary - [www.andycraggs.com](http://www.andycraggs.com)*

*Sources: Economist, HBR, FT*

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