



# Recommended Resources: Anticipatory Governance



Our Recommended Resources are targeted lists created to help you evaluate what to watch, read, listen, and follow next for **new discoveries and continued experiential learning**. These **carefully curated resources** will support a deeper dive into the topics raised throughout *The Definitive Guide to Thriving on Disruption*.

The following sample Recommended Resources are from chapter “Anticipatory Governance: Multistakeholder Strategy for Leadership & Boards” in Volume IV, *Disruption as a Springboard to Value Creation*.

**This is just one list of Recommended Resources from one chapter.** Each chapter throughout the Guidebook has its own Recommended Resources. This adds up to hundreds - if not thousands - of impactful resources across a broad spectrum of topics, including Artificial Intelligence & Technology, the Future of Decision-Making, Thinking in Different Time Horizons, Futures Studies & Foresight, Complexity & Systems Thinking, Existential Risks, Sustainability, Climate Risks & Opportunities, Education, Science Fiction & Innovation, Zen Buddhism & Eastern Philosophy, and more.

We hope you find this sample list of Recommended Resources useful!



## Recommended Resources for *Anticipatory Governance: Multistakeholder Strategy for Leadership & Boards*

### Books & References

#### Alignment & Stakeholders

- *Long Walk to Freedom: The Autobiography of Nelson Mandela*
- *Animal Farm*, George Orwell
- *Skin in the Game: Hidden Asymmetries in Daily Life*, Nassim Nicholas Taleb
- *The Good Ancestor: A Radical Prescription for Long-Term Thinking*, Roman Krznaric
- *Homo Deus: A Brief History of Tomorrow*, Yuval Noah Harari
- *No Rules Rules: Netflix and the Culture of Reinvention*, Reed Hastings & Erin Meyer
- *COVID-19: The Great Reset*, Klaus Schwab & Thierry Malleret
- *Disorder: Hard Times in the 21st Century*, Helen Thompson
- *Empire of Pain: The Secret History of the Sackler Dynasty*, Patrick Radden Keefe
- *Bad Blood: Secrets and Lies in a Silicon Valley Startup*, John Carreyrou
- *Palo Alto: A History of California, Capitalism, and the World*, Malcolm Harris
- *When McKinsey Comes to Town: The Hidden Influence of the World's Most Powerful Consulting Firm*, Walt Bogdanich & Michael Forsythe
- *Reimagining Capitalism in a World on Fire*, Rebecca Henderson



- *Good to Great: Why Some Companies Make the Leap and Others Don't*, Jim Collins
- *Upheaval: Turning Points for Nations in Crisis*, Jared Diamond
- *Value(s): Building a Better World for All*, Mark Carney
- *Weapons of Math Destruction: How Big Data Increases Inequality and Threatens Democracy*, Cathy O'Neil
- *The Alignment Problem: Machine Learning and Human Values*, Brian Christian
- *The Honest Truth About Dishonesty: How We Lie to Everyone - Especially Ourselves*, Dan Ariely
- *Measure What Matters: How Google, Bono, and the Gates Foundation Rock the World with OKRs*, John Doerr
- *The Authority Gap: Why Women Are Still Taken Less Seriously Than Men, and What We Can Do About It*, Mary Ann Sieghart
- *Mother of Invention: How Good Ideas Get Ignored in an Economy Built for Men*, Katrine Marçal
- *Hidden Figures: The American Dream and the Untold Story of the Black Women Mathematicians Who Helped Win the Space Race*, Margot Lee Shetterly
- Netflix: Culture Memo<sup>1</sup>

### Anticipatory Thinking & Strategic Foresight

- *Antifragile: Things That Gain From Disorder*, Nassim Nicholas Taleb
- *The Gray Rhino: How to Recognize and Act on the Obvious Dangers We Ignore*, Michele Wucker
- *21 Lessons for the 21st Century*, Yuval Noah Harari
- *What We Owe the Future*, William MacAskill
- *The Long View: Why We Need to Transform How the World Sees*, Richard Fisher
- *Uncharted: How to Navigate the Future*, Margaret Heffernan
- *Predictable Surprises: The Disasters You Should Have Seen Coming, and How to Prevent Them*, Max Bazerman & Michael Watkins
- *Strategic Reframing: The Oxford Scenario Planning Approach*, Rafael Ramirez & Angela Wilkinson
- *Thinking About the Future: Guidelines for Strategic Foresight*, Andy Hines & Peter Bishop

### Signals & Inflection Points

- *Signals: How Everyday Signs Can Help Us Navigate the World's Turbulent Economy*, Pippa Malmgren
- *The Signals Are Talking: Why Today's Fringe Is Tomorrow's Mainstream*, Amy Webb
- *The Tipping Point: How Little Things Can Make a Big Difference*, Malcolm Gladwell
- *The Signal and the Noise: Why So Many Predictions Fail - but Some Don't*, Nate Silver

### Uncertainty, (Un)predictability & Decision-Making

- *Black Swan: The Impact of the Highly Improbable*, Nassim Nicholas Taleb
- *Radical Uncertainty: Decision-making for an Unknowable Future*, John Kay & Mervyn A. King
- *Superforecasting: The Art and Science of Prediction*, Philip E. Tetlock and Dan Gardner

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<sup>1</sup> <https://jobs.netflix.com/culture>



- *Thinking in Bets: Making Smarter Decisions When You Don't Have All the Facts*, Annie Duke
- *Think Again: The Power of Knowing What You Don't Know*, Adam Grant
- *Do Dice Play God? The Mathematics of Uncertainty*, Ian Stewart
- *Hello World: Being Human in the Age of Algorithms*, Hannah Fry
- *The Tyranny of Metrics*, Jerry Muller

## Complexity, Systems Thinking & Leverage Points for Effecting Change

- *Diversity and Complexity*, Scott E. Page
- *Thinking in Systems: A Primer*, Donella Meadows
- "Leverage Points: Places to Intervene in a System", Donella Meadows<sup>2</sup>
- "A Leverage Points Perspective on Sustainability", Joern Fischer & Maraja Riechers (Paper, British Ecological Society)<sup>3</sup>
- "A Leader's Framework for Decision Making", David Snowden & Mary Boone<sup>4</sup>
- *Meltdown: Why Our Systems Fail and What We Can Do About It*, András Tilcsik & Chris Clearfield
- *MegaThreats: Ten Dangerous Trends That Imperil Our Future, And How to Survive Them*, Nouriel Roubini
- *How the World Really Works: The Science Behind How We Got Here and Where We're Going*, Vaclav Smil
- *The Silo Effect: The Peril of Expertise and the Promise of Breaking Down Barriers*, Gillian Tett
- *Systems Thinking Tools: A User's Reference Guide*, Daniel H. Kim<sup>5</sup>
- *On Complexity (Advances in Systems Theory, Complexity, and the Human Sciences)*, Edgar Morin
- *The Collapse of Complex Societies (New Studies in Archaeology)*, Joseph Tainter

## Climate Fiction, Climate Action & Sustainability

- *The Ministry for the Future*, Kim Stanley Robinson
- *Termination Shock*, Neal Stephenson
- *Saving Us: A Climate Scientist's Case for Hope and Healing in a Divided World*, Katharine Hayhoe
- *The Precipice: Existential Risk and the Future of Humanity*, Toby Ord
- *Speed & Scale: A Global Action Plan for Solving Our Climate Crisis Now*, John Doerr & Ryan Panchadsaram
- *How to Avoid a Climate Disaster: The Solutions We Have and the Breakthroughs We Need*, Bill Gates
- *Regeneration: Ending the Climate Crisis in One Generation*, Paul Hawken
- *Solved: How the World's Great Cities Are Fixing the Climate Crisis*, David Miller
- *The Fragile Earth: Writing from the New Yorker on Climate Change*, David Remnick & Henry Finder

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<sup>2</sup> <https://donellameadows.org/archives/leverage-points-places-to-intervene-in-a-system/>

<sup>3</sup> <https://besjournals.onlinelibrary.wiley.com/doi/10.1002/pan3.13>

<sup>4</sup> <https://hbr.org/2007/11/a-leaders-framework-for-decision-making>

<sup>5</sup> <https://thesystemsthinker.com/systems-thinking-tools-a-users-reference-guide/>



- *All We Can Save: Truth, Courage, and Solutions for the Climate Crisis*, edited by Ayana Elizabeth Johnson & Katharine Wilkinson
- *Earth for All: A Survival Guide for Humanity*, Sandrine Dixson-Deceleve, Owen Gaffney, Jayati Ghosh, Jorgen Randers, Johan Rockstrom & Per Espen Stoknes (50th anniversary sequel to *The Limits to Growth*)
- *The Uninhabitable Earth: Life After Warming*, David Wallace-Wells
- *Gaia: A New Look at Life on Earth*, James Lovelock
- *The Atlas of AI: Power, Politics, and the Planetary Costs of Artificial Intelligence*, Kate Crawford

## Climate & ESG Contrarians

- *Woke, Inc.: Inside Corporate America's Social Justice Scam*, Vivek Ramaswamy
- *Unsettled: What Climate Science Tells Us, What It Doesn't, and Why It Matters*, Steven Koonin
- "HSBC's Stuart Kirk tells FT investors need not worry about climate risk." YouTube Video.<sup>6</sup>

## On Mental Models, Questioning & Failure

- Farnam Street: Mental Models - The Best Way to Make Intelligent Decisions (~100 Models Explained)<sup>7</sup>
- Brené Brown: "The Power of Vulnerability" TED Talk 2010: What is it to be authentically yourself? How much more comfortable would you be if you shared your personal thoughts, beliefs, and particularly emotions?
- *Being Wrong*, Katheryn Shulz: Shulz's book helps articulate why we love to be right and hate being wrong... and how we can go about reframing our experience so we can instead fall in love with being wrong, a much more effective strategy for long-term success.
- *Factfulness: Ten Reasons We're Wrong About the World - and Why Things Are Better Than You Think*, Hans Rosling (Book; Rosling has also given compelling TED talks on the topic): Our intuition is not always accurate. You shouldn't believe everything you think. Rosling, a Swedish statistician investigates thinking patterns, and separates many commonly-believed bits of misinformation from the more accurate, statistical explanation.

## Government Resilience Framework (Example)

- *The UK Government Resilience Framework*: The UK Government Resilience Framework sets out how the UK plans to strengthen the systems and capabilities that support its collective resilience (December 2022).<sup>8</sup>

## On the Value of Strategic Foresight

- *How to Implement Strategic Foresight (and Why)*: Free download of International Monetary Fund (IMF) publication (2021) by Alberto Behar & Sandile Hlatshwayo, with an

<sup>6</sup> <https://www.youtube.com/watch?v=bfNamRmje-s>

<sup>7</sup> <https://fs.blog/mental-models/>

<sup>8</sup> <https://www.gov.uk/government/publications/the-uk-government-resilience-framework>



overview of the value of strategic foresight and also providing implementation advice based on the IMF's experience with scenario planning.

## On the Future of Strategic Decision-Making

- Rauli Nykanen & Roger Spitz, "An Existential Framework for the Future of Decision-Making in Leadership", *Leadership For The Future*, Cambridge Scholars Publishing, 2021
- Roger Spitz, "The Future of Strategic Decision-Making", *Journal of Futures Studies*, July 26, 2020<sup>9</sup>

## Organizations

### Alignment & Leverage Points (Effecting Change)

- **B Corp**: Making business a force for good
- **Business Roundtable**: Seeks to redefine the principles of corporate governance and the role that the corporation plays in our society
- **Cascade Institute**: Preparing governments, businesses, civil society groups, and frontline actors to face emerging risks and enable sustainable prosperity.
- **The Donella Meadows Project**: Academy for Systems Change
- **Fixtherules.org**: #FIXTHERULES - Systemic challenges require systemic solutions
- **Nesta**: The UK's innovation agency for social good.
- **Netflix**: Culture Memo<sup>10</sup>
- **Radical Candor**: Kim Scott's *Radical Candor* book, podcast, and organization
- **Long-Term Stock Exchange (LTSE)**: Based on his 2011 book *The Lean Startup*, Eric Ries launched LTSE in 2020. Companies that join the LTSE are accountable for their long-term value creation and their stakeholders (as an alternative to short-term shareholder primacy).
- **Markkula Center for Applied Ethics at Santa Clara University**: Global advocate for a more ethical society. Programs, research, and toolkits for many disciplines, including business, healthcare and biotechnology, government, the Internet, leadership, and technology. The center also brings ethical decision-making resources and case studies to the wider world.

### Climate & Sustainability

- **Climate Law Blog**: Columbia Law School's Sabin Center develops legal techniques to fight climate change, trains students and lawyers in their use, and provides up-to-date resources on key topics in climate change law and regulation.
- **Ellen MacArthur Foundation**: Organization committed to the circular economy and sustainable progress.
- **EIT Climate-KIC**: Knowledge and Innovation Community (KIC), working to accelerate the transition to a zero-carbon, climate-resilient society.
- **Intergovernmental Panel on Climate Change (IPCC)**: United Nations body for assessing and reporting on the science related to climate change.

<sup>9</sup> <https://jfsdigital.org/2020/07/26/the-future-of-strategic-decision-making/>

<sup>10</sup> <https://jobs.netflix.com/culture>



- **InfluenceMap:** Independent think tank that provides data and analysis on how business and finance are affecting the climate crisis.
- **Legal Voices for the Future:** Collaborative learning forum whose objective is to give voice to a new generation of lawyers on the most pressing issues: the climate and ecological crises.
- **NOAA:** National Oceanic & Atmospheric Administration. From daily weather forecasts, severe storm warnings, and climate monitoring to fisheries management, coastal restoration, and supporting marine commerce.
- **Project Drawdown:** The most comprehensive plan ever proposed to reverse climate change. Courses, research, resources, and events ([drawdown.org](http://drawdown.org)). Book: *Drawdown: The Most Comprehensive Plan Ever Proposed to Reverse Global Warming*, Paul Hawken, 2017.
- **Project Regeneration:** Objective is to create the most complete list of challenges and solutions to the climate crisis and connect people to the resources, organizations, wisdom holders, and know-how to get them done.
- **SystemIQ:** A system change company, to build a better economy that stabilizes the climate and regenerates nature for future generations. SystemIQ's January 2023 report explores decarbonization tipping points: *The Breakthrough Effect: How to trigger a cascade of tipping points to accelerate the net zero transition*.<sup>11</sup>
- **TBLI Group:** Building a trusted community of ESG & Impact Investors through education and networking. TBLI Weekly Newsletter.
- **United Nations - SDG:Learn:** Free Sustainability courses from the United Nations. UN SDG Learners courses and microlearning.<sup>12</sup>
- **World Meteorological Organization**

## Existential Risks

- **Centre for the Study of Existential Risk (CSER):** Interdisciplinary research center within the University of Cambridge (UK) dedicated to the study and mitigation of existential risks.
- **Center on Long-Term Risk (CLTR):** Building a global community of researchers and professionals working to do the most good in terms of reducing suffering.
- **Future of Humanity Institute (FHI), University of Oxford, UK:** Founded by Nick Bostrom (philosopher known for his work on existential risk, human enhancement ethics, superintelligence risks, and the reversal test. Author of *Superintelligence: Paths, Dangers, Strategies*).
- **Future of Life Institute (FLI):** Non-profit and outreach organization working to ensure that tomorrow's most powerful technologies are beneficial for humanity, including keeping AI beneficial. Four core focus areas are AI, biotechnology, nuclear weapons, and climate change. Max Tegmark is co-founder of the Future of Life Institute. Supporter of effective altruism: philosophy and social movement advocating using evidence and reasoning to determine the most beneficial use of AI. Author of *Life 3.0: Being Human in the Age of Artificial Intelligence*.

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<sup>11</sup> <https://www.systemiq.earth/breakthrough-effect/>

<sup>12</sup> [www.unsdglearn.org/](http://www.unsdglearn.org/)



- **Global Catastrophic Risk Institute (GCRI):** A think tank leading research, education, and professional networking on analyzing global catastrophic risk and the risks to the survival of human civilization.
- **Machine Intelligence Research Institute (MIRI):** Mission is to ensure that the creation of smarter-than-human intelligence has a positive impact, and on identifying and managing possible existential risks from artificial general intelligence.
- **Sapienship:** Co-founded by Yuval Noah Harari and Itzik Yahav in 2019, to clarify the global conversation, focus attention on the most important challenges (including technological disruption, ecological collapse and nuclear threat), and support the quest for solutions.
- **The Bulletin of the Atomic Scientists:** The Bulletin's website, iconic Doomsday Clock, and events help advance ideas at a time when technology is outpacing our ability to control it. The Bulletin focuses on three main areas: nuclear risk, climate change, and disruptive technologies.
- **United States Secret Service:** The Cyber Investigations goal is to protect the nation's financial infrastructure and maintain a safe environment for the American people to conduct financial transactions. Their mission is to investigate complex cyber-enabled financial crimes. Some resources available on the Cyber Investigations section of the website.

## Media

### Documentaries, Movies & Series

- *Big Oil v the World* (BBC documentary)
- *The Big Short* (movie directed by Adam McKay based on Michael Lewis's best-selling book focusing on the housing bubble and financial markets systemic collapse of 2007 and 2008)
- *Dark Waters* (legal thriller about the DuPont environmental litigation)
- *Dirty Money* (2018 Netflix documentary series on corporate corruption and greed, securities fraud, and creative accounting)
- *Don't Look Up* (another Adam McKay movie, where two astronomers go on a media tour to warn humankind of a planet-killing comet hurtling toward Earth)
- *Downfall: The Case Against Boeing*
- *Dopesick* (mini-series based on the New York Times bestselling nonfiction book *Dopesick: Dealers, Doctors and the Drug Company that Addicted America*, Beth Macy)
- *Enron: The Smartest Guys in the Room* (documentary film based on the best-selling 2003 book)
- *Glass Onion: A Knives Out Mystery* (mystery comedy, allegory of the personas of the technology billionaires and Silicon Valley)
- *Hidden Figures* (movie based on the true story of the black female mathematicians at NASA who helped fuel some of the US's greatest space achievements; revelatory history for our understanding of organizational discrimination)
- *An Inconvenient Sequel: Truth to Power* (documentary)
- *Inside Job* (2010 documentary film, focusing on the underlying drivers of the late 2000s financial crisis)



- *The Inventor: Out for Blood in Silicon Valley* (documentary film about Elizabeth Holmes and Theranos)
- *Madoff: The Monster of Wall Street* (documentary mini-series on Bernie Madoff partly based on the *Madoff Talks* book by Jim Campbell)
- *Seaspiracy* (documentary exposing the global fishing industry and idea of sustainable fishing)
- *Skandal! Bringing Down Wirecard*
- *Thank You For Smoking* (movie based on a novel by Christopher Buckley, relating to big tobacco lobbying).
- *WeCrashed* (mini-series about WeWork)

## Video - Talks

- Sir David Attenborough's Address to World Leaders at COP26: "Is this how our story is due to end?"<sup>13</sup>
- "Principles for Dealing with the Changing World Order", *Principles by Ray Dalio* YouTube Channel, 2022
- "I've seen the worst of capitalism - here's how we fix it", Tariq Fancy, TEDxToronto
- "How Great Leaders Inspire Action", Simon Senek, TED Talk 2009
- "*The urgency of intersectionality*", Kimberlé Crenshaw, TEDWomen 2016
- "Listen, Learn... Then Lead", Stanley McCrystal TED Talk 2011
- "Dare to Disagree", Margaret Heffernan, TEDGlobal, 2012
- "Liminal Thinking The Pyramid of Belief", *Dave Gray* YouTube Channel<sup>14</sup>

## Podcasts

- In AI We Trust? Miriam Vogel (EqualAI) and Kay Firth-Butterfield (World Economic Forum); each episode aims to answer a 'big question' in ethical AI
- Lex Fridman Podcast & YouTube Channel
- Exponential View Newsletter producer Azeem Azhar has a regular podcast with strong focus on emerging technologies
- Are You A Robot? Regular podcast exploring the big ethical issues that stem from the use of AI and related technologies
- The Dropout Podcast, ABC Audio (story of Elizabeth Holmes and Theranos)
- Tech Won't Save Us, Paris Marx
- The World Ahead, The Economist

## Stakeholder Perspectives: Three Thought Leaders

- John Elkington (Triple Bottom Line)
- Tariq Fancy (former BlackRock sustainable investing CIO, [medium.com/@sosofancy](https://medium.com/@sosofancy))
- Klaus Schwab (WEF)

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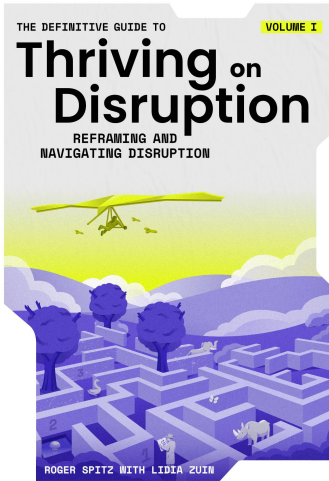
<sup>13</sup> <https://www.youtube.com/watch?v=qjq4VWdZhq8&t=1s>

<sup>14</sup> [https://www.youtube.com/watch?v=2G\\_h4mnAMJg](https://www.youtube.com/watch?v=2G_h4mnAMJg)

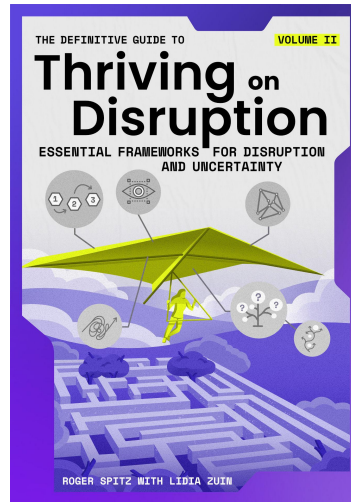




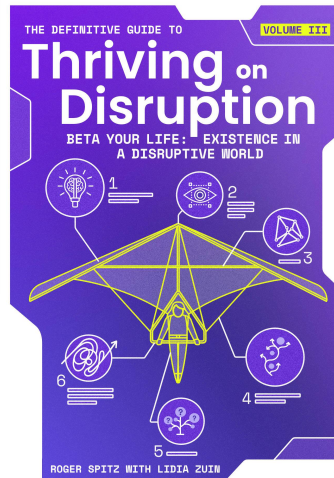
Throughout the four-Volume *Definitive Guide to Thriving on Disruption*, every chapter offers a variety of Recommended Resources that address a diverse set of topics. To explore the other tools and resources from our Guidebook, check out [www.thrivingondisruption.com](http://www.thrivingondisruption.com).



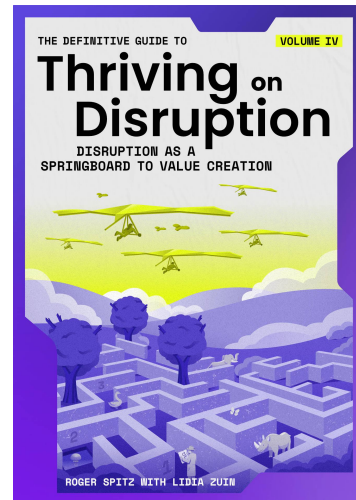
**VOLUME I: FOUNDATIONS**



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**VOLUME III: YOUR LIFE**



**VOLUME IV: YOUR BUSINESS**