

Provoke

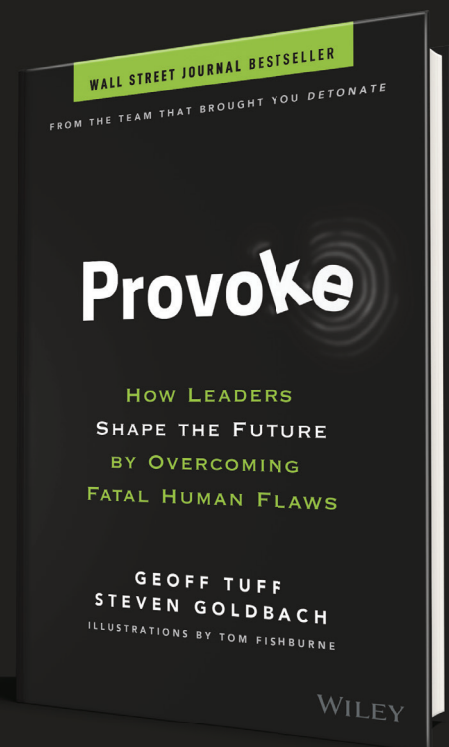
How Leaders Shape the Future
by Overcoming Fatal Human Flaws

#DoSomething!

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PROVOKE shows leaders how they must be purposeful in shaping the future—intentionally engaging with emerging trends not only to benefit their own organization, but also to make the world a better place. The stories of purposeful provocateurs like Valerie Rainford, Debbie Bial and Ryan Gravel will inspire you to create a future that works for all of us.

— Thasunda Brown Duckett,
President and CEO of TIAA



How can your business gain an advantage in today's world?

Getting good data early enough used to give you an edge in predicting trends. But past data and experiences only tell us what worked in the past and the false sense of security from endless market research won't be any comfort when it says you moved too slow and now you're obsolete. So how do you avoid the mire of data paralysis and get an advantage in the current market?

You DO SOMETHING.

These days, the conviction to act—especially in the absence of perfect data—is the only way to provoke the future you desire. Action creates potential energy. Action allows you to position yourself to see the peak sooner and more clearly than others. Action gives you the power to move through the phase change of the “if” of uncertainty to the “when” of inevitability so that you can make the most use of the kinetic energy when it's released. And action, in an uncertain world, is increasingly the best way to learn. If you don't act with purpose, your once-thriving business could suddenly become a “wind-down” firm, operating on borrowed time.

The core hypothesis of *Provoke* is that once the “if” of uncertainty changes phrases to become the “when” of inevitability, the nature of a leader's response must also change. The opportunity is to focus on the moves you can make that will shape the trend to create a better future—one where your organization is advantaged.

Provoke is about looking forward and working through the natural human instincts that keep people frozen in place, thinking and analyzing. It is about forcefully gathering the will to act in the face of deepening uncertainty and DO SOMETHING.



In *PROVOKE*, the authors have given aspiring leaders an invaluable guide to achieving real change in this complex, data-driven world. The provocateurs they profile prove how much can be accomplished, across a wide range of endeavors.

— Michael Ainslie, author of *A Nose for Trouble*,
Chair Emeritus of Posse Foundation
and former CEO of Sotheby's

#provokethebook is a Wall Street Journal Bestseller!

Available wherever books and eBooks are sold ►

Who should read Provoke?

Anyone who still wants a job tomorrow.

We're living in uncertain times. It didn't take a global pandemic to show us that, but it certainly brought many painful truths into focus, including the increasing business need to be adaptable and take decisive action.

Provocateurs incite action and thinking like a provocateur is the best thing you can do to overcome fatal flaws and create an advantage for your career and your company. This benefits every leader with a company facing fundamental changes (which come around more often than we think), every decision-maker trying to empower their team, every aspiring leader who wants to accelerate their career, and every change-maker and innovator who must make the future they want to see in the private and public sector alike.

In short, everyone who wants to still have a job tomorrow and gain an advantage for the future needs to become a provocateur.

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In business and in life, the difference between success and failure can hinge on recognizing and overcoming the 'blind' spots that shape our behavior. Goldbach and Tuff remind us that a bias to action—a willingness to DO SOMETHING to initiate the change we'd like to see—is the most important move we can make.

— Monique Nelson,
CEO of UniWorld



What does *Provoke* cover?

Provoke is divided into three parts to help guide your actions and showcase people who exemplify the call to DO SOMETHING.

Part 1: Predictable Patterns

- An examination of common patterns of behavior, internal biases, and fatal flaws that can debilitate executives faced with an anomaly in their space.
- Solutions that can be immediately implemented to overcome those issues and master trends.

Part 2: Principles of Provocation

- The introduction of five moves to use if you're facing an "if" or "when" phase change to help you avoid the biases, expand your vision, and do something:
 - Envision the future
 - Position yourself for success
 - Drive change
 - Adapt to changing circumstances
 - Activate your ecosystem

Part 3: Profiles of Provocateurs

- A showcase of three people you may not have heard of (yet) that are revolutionizing their fields and provoking the future, including:

Deborah Bial

The founder and president of the Posse Foundation, Deborah has helped over 10,000 students from diverse backgrounds to attend and graduate from college, providing over \$1.5 billion in tuition funding.

Ryan Gravel

Ryan envisioned what is arguably the largest urban economic development project in the United States at the moment, the Atlanta BeltLine—a 22-mile loop to connect 45 different neighborhoods.

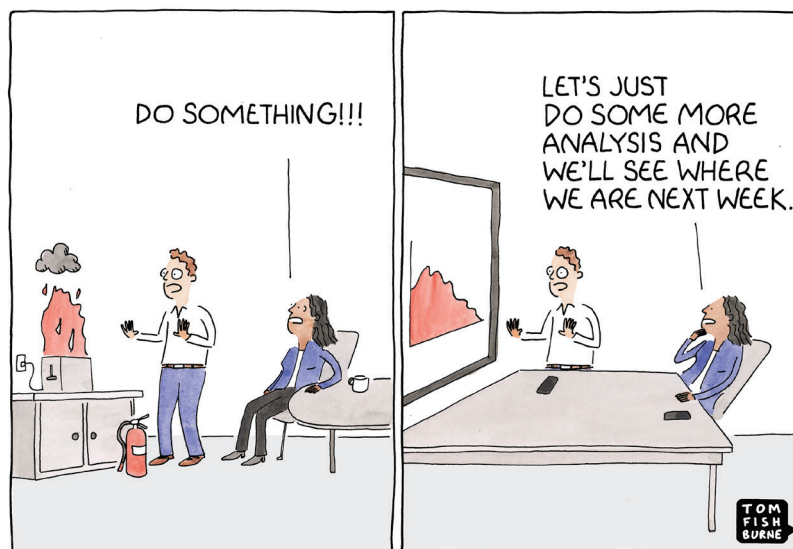
Valerie Irick Rainford

The founder of Elloree Talent Strategies, Valerie is a coach to dozens of senior executives and is committed to advancing diverse talent in corporate organizations.

How will *Provoke* change business?

Readers that take the provocateur message to heart will be able to:

- Recognize basic human cognitive biases that narrow individual and organizational peripheral vision and lead to all-too-typical dysfunction.
- Be equipped with proven techniques to avoid those fatal flaws in yourself and others.
- Envision the future by using scenario planning to see the future that could emerge over time.
- Position your organization to take advantage of the emerging future.
- Directly create an impact that is advantageous to you.
- Adapt your business model to best fit the inevitable outcomes, moving as quickly as possible to create advantage.
- Activate a network or knock-on effect—often through an ecosystem—that stands the highest chance of leading to your desired outcome.
- DO SOMETHING.



Why can executives trust *Provoke*?

In *Provoke*, Geoff and Steve draw on over 50 years of combined experience consulting at Monitor and Deloitte. They regularly see organizations bogged down by too much data and leaders failing to recognize their fatal flaws. As a result, formerly profitable businesses are in danger of slipping from strong footing in the marketplace and eventually becoming wind-down firms.

The authors have spent their careers analyzing trends and models across all sectors to come to this understanding of the transformative power of action. The pandemic brought it into stark relief and now, faced with unprecedented needs for innovation and adaptation, we are at a prime position to implement the five models of provocation and provoke the future.

Geoff and Steve tell stories ranging from their own exploits in riding literal and figurative rollercoasters and their life-changing travels to scenario planning for energy companies and profiles of provocateurs in the nonprofit sector, civic sector, and public and private finance sector. They recognize that each of us has inherent human flaws, which when combined with organizational dysfunction, can lead to systemic inaction. But these shouldn't stop us from being able to acknowledge them, interpret the trends, and DO SOMETHING.

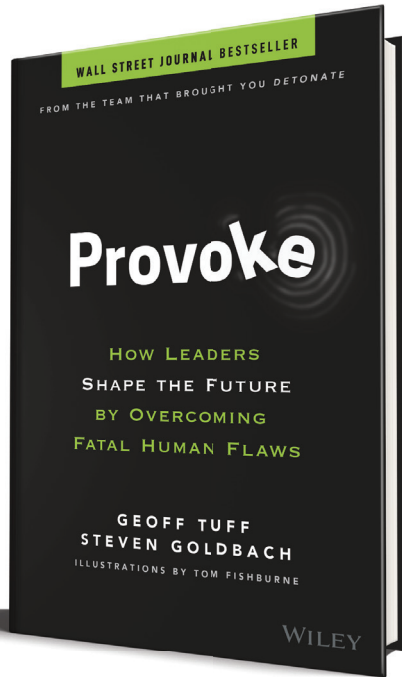
Provoke goes beyond examples to get you past data paralysis and provide implementable methods and spark new ideas in your industry.



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Too often we think more data and analysis will make our next move clear; yet we have recent evidence that this just isn't the case. Tuff and Goldbach's core premise of how to act in the 'if-to-when' shift when new trends emerge should be required reading for all those interested in leading in the face of uncertainty.

— John Stratton, Executive Chairman Frontier Communications, Board member at General Dynamics Corp. and Abbott Laboratories



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PROVOKE offers prescient advice, case studies and models to help leaders looking to disrupt longstanding biases that get in the way of important organizational transformation. The authors make it clear that diversity cannot be an afterthought; it's a fundamental imperative for every organization. Read this book to find out how typical instincts hold us back and how to address them head on.

— Tarang Amin, Chairman
and CEO of e.l.f. Beauty Inc.

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Together they co-authored the bestseller, *Detonate: Why and How Corporations Must Blow Up Best Practices (and bring a beginner's mind) to Survive.*

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