**RedZone Podcast Episode #117: What Is The Last Competitive Advantage for Humans?**

Bill Murphy: 00:01 Hello, and you are listening to Bill Murphy's RedZone Podcast. I interview leaders who inspire me in the areas of exponential technologies, business innovation, entrepreneurship, thought leadership, enterprise IT security, neuroscience, philosophy, personal development, and more. Welcome to the show.

Bill Murphy: 00:34 Welcome back to the show everyone. This is Bill Murphy, your host of the RedZone podcast. Today I have a great, great interview with Dr. Jonas Ridderstråle from Sweden. He's one of the world's most influential and respected business thinkers and speakers. Since bursting onto the international scene with the bestselling book Funky Business in 2000, Jonas has remained at the forefront of the new generation of management thinkers. In 2014, the Global Top 30 Management Gurus ranking put him at number 23 worldwide and among the top five in Europe. He has a PhD in international business and an MBA.

Bill Murphy: 01:14 A little bit more about this book, Funky Business. Funky business sold over 300,000 copies. For a business book, that's huge. The book was recently ranked number 16 in the Bloomsbury survey of the best business books of all time. He's written sequels, Croaky Capitalism, Management for Mankind and Funky Business Forever, and he's also written another book called Re-energizing the Corporation: How Leaders Make Change Happen. His books have been translated into 30 languages in more than 50 countries worldwide.

Bill Murphy: 01:47 Jonas has incredible ideas that make you think in different ways, and it's just great listening to him talk. The title of this whole episode is What Is The Last Competitive Advantage for Humans, and you're going to learn a couple of things from him today. Number one, how you can reward failure using an MSU award. Also, how you can de-risk failure and fear in your company. As the title suggests, like literally, what is the last competitive advantage for humans, and especially around context development within your businesses and yourselves. Two methods for increasing your ability to handle paradox.

Bill Murphy: 02:26 Also, we talk about Nobel prizes and why they are awarded to teams now versus just super humans. Now what's happened in regards to that? Collaboration - that's a theme that's continually coming out of all my CIO conversations and all my innovation work is how digital leaders are embracing collaboration. But what's forcing that? Why is that so imperative these days? Jonas and I talk about it. As humans become more like Homer Simpson, you know, our computers are scaling and scaling and scaling, becoming more and more exponentially stronger, but humans, we're just kind of incrementally getting smarter. I mean, it's a linear path, not an exponential path.

Bill Murphy: 03:08 But how can you respond to this? How can you re-energize your company with ideas? How can you bring vision to your business and how can you bring these ideas and become a better, more profound leader? Why you need more lovers and mistresses and promiscuity in your business. Not what you think it is, but with ideas and testing the new, and why planning is over and done and why you need to be more agile. What's happening with the young kids that's necessitating this change for businesses to be less about these prescriptive plans and more about having an agile focus.

Bill Murphy: 03:51 So with that, I want to introduce you to my wonderful conversation with Jonas Ridderstråle. Thank you.

Bill Murphy: 04:02 Hey, Jonas. I want to welcome you to the show today.

Dr. Jonas R.: 04:04 Thanks.

Bill Murphy: 04:05 Well this is fantastic. I stumbled into you through Thinkers 50 and some of the research and such that had been published. I've been really, really excited to have you on the show today. You know, one of the things I hadn't heard about is, in reading your material, is about leadership and faith and building a corporate religion. I love that because it kind of flies in the face of what you would think would be politically correct, and I would love for you to talk about that just as a launching off point. I know that it has a much bigger theme for you, but I'd love to just start there as far as how you convey that building leadership and faith and moving in this world.

Dr. Jonas R.: 04:49 To me, it boils down to the simple fact that the human mind is as much a belief engine as it is a thinking machine. I think leaders, great leaders have always been really pragmatic about that. As a leader, you need to provide people with something to believe in so that they can believe in themselves, the work that they do, their organization, and hopefully, also, their leaders.

Dr. Jonas R.: 05:12 So we coined this expression of corporate religion. At the core of such a religion, you typically find a dream. I happen to believe it's important that it is a dream. I think there were solid reasons for why, once upon a time, Martin Luther King Jr said, "I have a dream," and why he decided not to say, "I have a five year plan."

Dr. Jonas R.: 05:34 I mean, dreams are inspirational. I mean, look at the United States of America. To me, the US, and I used to have a summer house outside New York, and it always fascinated me that the United States of America is not a nation state in the traditional sense. Sweden is a nation state. Belgium is a nation state. Germany. But the US to me is much more an idea, sort of a big, hairy audacious idea.  
Dr. Jonas R.: 05:59 That's interesting, because this idea, the fact that there is an American dream, basically means that each and every person on our planet can become American. It may take a few months or a couple of years, but you can. It's like a club. It's a movement. You can join it. Even if you're born in Austria, outside of Graz, you can move to the US before turning 30, become a D actor, a C actor, a B actor, a Terminator and then a governator, and you don't really see that happening elsewhere in the world.

Dr. Jonas R.: 06:31 So definitely a corporate religion, the power of dreams and the importance today of getting people to believe. Because if you don't get them to believe, you will never ever get access to that discretionary effort, that 10, 15, 17 extra percent that people are willing to give only when they're extremely engaged and committed.

Bill Murphy: 06:52 Yes. I'm making notes as you're talking because you just have a really, what I find listening and reading, your ideas and your thinking pops my brain and creates these unusual synapses between... You know, I think ideas are very powerful and in your latest book, Re-energizing the Corporation, you talked about three E’s the leadership model, envisioning, engaging and executing.

Bill Murphy: 07:15 The envisioning phase that you were just explaining there with ideas and the power of dreams, why is that so important now for leaders in this age? I know generally, as we've talked about, my audience tends to be of the technology can be a facilitator for enormous change and disruption within an organization. Well, why now? Why is this so important now?

Dr. Jonas R.: 07:41 Because I think if you have a very narrow focus on technology, you miss out on so many opportunities, because my experiences that three eternal forces drive changed. So we have technology for sure, but we also have institutional change and changes in our values. To me, mostly the big opportunities arise in the intersection of institutional change and technological change and changes in our values. So if you don't look at the intersections, you're going to miss so many different opportunities.

Dr. Jonas R.: 08:13 Also the simple fact that, historically, if you were an entrepreneur, you could focus basically on opportunities that arose in your home country or in countries that were very similar. So if you did some global scanning of Western Europe and the United States, Canada, that was basically all of it. Today, we're playing a completely different game, a global game with a multipolar economy with many different centers of different kinds. So if you don't really have a very broad envisioning process, you're going to miss out.

Bill Murphy: 08:51 Is the envisioning process something that can be learned? Are you born this capability or have you found that there's a way of going through certain internal processes within the person, from a personal agency perspective, that you can learn to be this much more profound thinker?

Dr. Jonas R.: 09:09 I think more or less everyone is born curious, and curiosity of course is at the core of doing envisioning, but there is also risk that as you get older, you become more conservative. To some extent, if you look at social media and how social media basically forces you into an increasingly narrow tunnel, you have to break out of the box.

Dr. Jonas R.: 09:34 So one of the things I try to do is every time I'm out flying, doing some gigs with clients, I try to pick up a magazine or a book about something that I'm completely uninterested in, something that seems really boring, because otherwise there's a risk that, over time, my trajectory becomes increasingly narrow in terms of the stuff that I use in my envisioning process. So I have lots of weird magazines and books at home.

Bill Murphy: 10:01 So widen the input so that you're pulling from more sources?

Dr. Jonas R.: 10:05 Widen the search, Yes.

Bill Murphy: 10:07 Okay.

Dr. Jonas R.: 10:08 That means, I think, from a corporate point of view, that you have to allow for a lot of diversity because you cannot do all the search on your own. I think historically, management was very much a question of stamping out deviance, and then primarily negative deviance. But if we build a couple of positive deviance weirdos, oddballs entrepreneurs, mavericks, that was a sacrifice that-

Bill Murphy: 10:32 Hi everyone, this is Bill. You're probably wondering why I'm talking right now. Well, I lost the recording for part one. It cut off right here. I am bridging you into part two where I discovered that it wasn't recording and pressed the play button, but there's one thing that you missed that I wanted to make sure you got because it's super important.

Bill Murphy: 10:53 Jonas talks about developing lovers, mistresses, and being more promiscuous with our ideas, and being more promiscuous with the ability to do dating of new concepts, new thinking, new patterns within your organization. This is really important because we can become really wedded to our core systems, our core people, our core processes, our core revenue streams. He really encourages this concept of dating new ideas, taking on new vendors and new products, and really looking for ways to bring the new and not becoming too wedded to the old.

Bill Murphy: 11:36 That's a concept that you all missed. I want to make sure you got it. Then we moved into learning and how important it is to develop paradoxical thinking and lateral thinking and taking on new ideas. Where we pick up is concept of horses. He wasn't very comfortable with horseback riding and he loved that he tackled this new... It's a love that his wife had of horses, and he started to ride more and embrace this concept of riding horses. That's where we pick up our conversation is in his discussion about horse-riding. Enjoy the rest of the show.

Dr. Jonas R.: 12:13 Be with the horses. I can read up on things and genetics is interesting, and this is a good application of that. That has been my way into [inaudible 00:12:24] life with horses, and it basically means that we can spend a lot of time together. She can do all the riding, and I mean, she's much more of an expert when it comes to breeding still than I am, but it has enabled me to enter a completely different field where the learning curve is so steep. I mean, when you do something where you have basically no knowledge at all, I mean, talk about exponential growth in terms of the kind of stuff you learn.

Bill Murphy: 12:53 Yes, absolutely. I think when I have the conversations with CIOs and leaders of technology within organizations, that imperative for leadership right now is having a wider perspective on people and ideas and thinking and continuous learning. I think that's a challenge for people to continuously learn. What is your thoughts on continuous learning for the population of leaders? What do you hear? What are your thoughts on that?

Dr. Jonas R.: 13:26 I guess the simple fact that we're all getting older means that, in many cases, there will be people who will not have a single career, but you will have a dual career as a person. I mean, at some point in time, you may say, "Okay, I've been doing this now for 30 years, what about the coming 30 years?"

Bill Murphy: 13:45 Right.

Dr. Jonas R.: 13:46 I think that will be reality for a lot of people. When the half-life of knowledge is coming down so fast as it is right now, especially in the tech sector, you cannot really believe in this idea that you should take an overdose of knowledge until the age of 25, and that overdose is then going to make you high and flying for the coming 50 years.  
Dr. Jonas R.: 14:10 I think continuous learning today is becoming a very natural aspect of organizational life, and the fact that a company cannot only be a place where you perform, it must also be a place, a gas station for your brain. Or look at sports, which I think is a really good metaphor. In sports, you practice and you play games. No single team can win only by playing games, you also need to practice. I think that is true also in a business setting today, you need to have an arena where you practice, where you try out things and not only consider each and every day as a game day.

Bill Murphy: 14:48 In today's environment with the human IQ, I've often, in my presentations, I'll show the trajectory of human IQ since the early 1900s, and then you look at it today, it's just, as a percentage, it's just not great as far as our ability. We're not scaling IQ a tremendous amount, but it is going up gradually. But then we look at our machines' knowledge that's following Moore's law, which is exponentially growing every year and a half.

Dr. Jonas R.: 15:21 Yes.

Bill Murphy: 15:21 How do you talk about the growth of knowledge and then our collective intelligence not meeting one another, and how do you approach that?

Dr. Jonas R.: 15:32 No, it's quite simple, isn't it? We're all becoming Homer Simpson. To the extent that while knowledge on the individual level grows at a linear rate, I think there's basically an increase of average individual IQ by about three IQ points over a 10 year period. Knowledge on the societal level, what we know, all of the stuff that's on the internet, all the books, all the gurus, all of that stuff, that grows at an exponential rate. There's this growing gap between what I know and what we know.

Dr. Jonas R.: 16:06 Put differently, we're all becoming increasingly stupid. We're becoming Homer. There is no hope of becoming this Renaissance person that can do each and everything and excel.

Dr. Jonas R.: 16:20 It's quite obvious. We had the Nobel laureates in Stockholm, where I live, last week. Just look at who gets the Nobel Prize. I mean historically, that was the lone genius who got the Nobel Prize. Today, it's usually duos, trios. Peter Higgs, the guy who picked up the physics prize together with some colleagues a few years back, became internationally renowned when they published this two piece article on the Higgs boson particle. Those two papers had in the excess of 5,000 coauthors.

Bill Murphy: 16:58 Wow.

Dr. Jonas R.: 16:59 That's the kind of constellation of stars that you need in order to push the frontier forward. This Lone Ranger strategy no longer works. In effect, we're seeing a lot more calls for cooperation, collaboration, not only inside of the firm, but also outside of the firm. If you look at the entire open innovation movement, for instance, I think it's a sign of the fact that you cannot make it on your own anymore.

Bill Murphy: 17:30 Something dawned, I mean, as you were talking, and we had an innovation lunch yesterday and we were talking. I always ask people at the end of the lunch, what is the one thing that they took from the conversation, the one of the many that they're going to bring back to their organizations or something they're going to dive personally into. It was the success stories and the imperative of collaboration and teamwork, and observing others' breakthroughs as leaders and facilitating that within their organizations. It's interesting that parallel that you just played out at our highest levels of a Nobel Prize, how that's also shifted more from the lone ranger hero Einstein-type to the collaborative nature.

Dr. Jonas R.: 18:15 Yes, and I think our kids get this intuitively. I mean, I remember my oldest son Joel, who's now 21, when he was about, probably around 13, 14, he came home from school and we had some dinner, and then I said, "Today, no more computer games. You have to do your do your homework." He said, "Okay, dad," and he went to his room. I remember when I did my homework, my mom was a school teacher, and I spent an hour in my room and then I came out and she really checked that I had done my homework. I got many tests.

Dr. Jonas R.: 18:48 After half an hour I went up to Joel's room, and he was sitting in front of his computer with his headphones on. I said, "Okay, Joel, we decided no games today and I see you're in front of your computer and you're wearing your headphones." "No, I'm doing my homework with my friends." They were on the internet doing their homework together because they intuitively get that, by collaborating, by sharing experiences, they can grow their share of all that knowledge that exists out there.

Dr. Jonas R.: 19:18 Another thing that I think they get intuitively, I don't know about you, but when I was that age, 13, 14, I used to sit down with my friends Wednesday afternoon and we talked about where to go Friday or Saturday evening. It was a lengthy discussion. Swedes are very consensus oriented, so it took one or two hours, but finally we decided, and come Friday evening, we went to that place. Now, let me tell you, even if it was boring as heck, we stayed because you don't mess with a plan.

Dr. Jonas R.: 19:54 What do kids today do? I mean, they don't plan because they have access to real time information. Friday evening, I can see my son or my daughter, they're on their cell phones and their texting and their WhatsApping or whatever they're doing. They are using real time information to navigate throughout the landscape instead of having this plan, because they understand that in a world which is increasingly complex, a world that is linked to the hilt technologically, politically, physically, economically, it does not make sense to rely on planning. Instead, you need to navigate through enlightened trial and error processes.

Bill Murphy: 20:39 Yes, it's interesting. I had the same experience with my son recently. He's 16, a bit younger than yours, and just recent, new driver and he says, it's nine o'clock at night, "Well, my friends and I, we're going to get together right now." Of course this get together was 45 minutes away, in the evening, and I said, "Could this have been done like earlier in the day? Could you have planned to get together with your friends earlier? That way we could have like collaborated on this and made sure that it's all orchestrated and you're not driving in the middle of the night," et cetera. So, you know, the real time nature of this and the spontaneity was just as you were explaining.

Bill Murphy: 21:22 I also had the same experience with both my daughter and my son with the homework. I'm like, "What's the headphones on for the homework?"

Dr. Jonas R.: 21:29 Yes.

Bill Murphy: 21:31 "Oh, my friends and I, we're talking right now. He's got some notes and I need some notes, and I lost mine and I can't read it," and it's all happening in real time.

Dr. Jonas R.: 21:40 Yes.

Bill Murphy: 21:40 When you and I were growing up, there was a latency to all of that.

Dr. Jonas R.: 21:45 Yes. No, it's a completely different world. I remember when I wrote my doctoral dissertation and one of the companies I looked at was Electrolux, the Swedish white goods company, and they, during the 1970s, they made a big acquisition, another Swedish company. They went up to talk to the management team, and this was right before Christmas. The management team of the company that they had acquired had gotten the annual Christmas gift, and it was, if people can remember this, the old style paper calendar, the one that you kept all your different meetings in. That calendar came with all the management meeting for the next year pre-printed in the calendar. That was the kind of reality in which they did business during the 1970s, so a lot more disruption and change is here.

Bill Murphy: 22:35 This leads us to the next topic, which I think flows nicely. You talk about, or you're writing about, bureaucracy, meritocracy and adhocracy, and I personally love meritocracy, but I would love to know your lens of reality on those three topics as it relates to what you think modern leader or modern business needs to interpret all of those.  
Dr. Jonas R.: 22:59 Now to me, the starting point is how do you capture the role that a person has in an organization? I tend to ask audiences a couple of questions. I mean, are you someone? I mean, did you have a title? "Yes, for sure." I mean, it's a stupid question, but, "Yes, I'm the marketing director, I'm the head of sales," or, "I'm the CIO of a company." Now, do you do something? Yes, most people, they're on a couple of projects or they're involved in a number of processes within the organization. Then I ask them, do you know something? "Yes, I mean, I have an MBA," or, "I have an engineering degree and I have this much experience from the telecommunications industry," or whatever.

Dr. Jonas R.: 23:46 Now can you take any of those individually, what you do, who you are, and what you know, and explain the role that you have in your company? No, you can't. You need to consider them all three together because all those structures exist. We have a knowledge structure, we have a positional structure, and we have an action structure. In any organization. It doesn't have to be a business. It could be the United Nations, the Boy Scouts or a sports team.

Dr. Jonas R.: 24:17 Now, if we only consider the positional starts, or if we let the positional structure dominate, you end up with a bureaucracy. You follow the rules. There are standards and procedures for everything. The bosses have a boss, you are extremely hierarchical and that sort of is the way things work.

Dr. Jonas R.: 24:35 Now, if we let the knowledge structure dominate, you end up with a meritocracy, so the smartest person in the room will win, not the one with the greatest title on his or her business card.

Dr. Jonas R.: 24:50 Now, what about action? If we let action dominate, what kind of organizational structure does that imply? Well, you get an adhocracy where power rests with the people who actually do stuff, not necessarily think, but they do. It's a thrill of the chase, you're organized around opportunities, and in most organizations, typically this would mean a project-based kind of company, where the projects are much more powerful than the traditional operating structure of the company.

Dr. Jonas R.: 25:22 Now, which structure is best? Well, it depends very much on the industry you're in, the particular environment in which you do business. I think great companies can actually use all three structures at times. Yes, we can use the formal hierarchy for taking rapid decisions. At times, we need to go back to the knowledge structure and have a debate, a discussion, and, as I pointed out in the case of Eric Schmidt and Google, it needs to be a debate with a deadline.

Dr. Jonas R.: 25:51 But in certain situations, you cannot really rely on the knowledge structure because you will end up in this analysis paralysis kind of situation where you will never have enough information. Instead, you need to be courageous. You need the guts to say, "Okay, we don't know, but we'll start here and we'll try to muddle through this trial and error process, and we will have to change, but we don't know in advance what will work and what will not."  
Dr. Jonas R.: 26:23 I think ideally, a company needs to rely on all three structures. As a leader, you need to know when to shift, but there is a tendency in most organizations, especially when they face a lot of uncertainty and change, to retreat back into the functional foxholes of a bureaucratic structure.

Bill Murphy: 26:46 When you're talking about change, when we were talking about [inaudible 00:26:51] lovers in an environment which is very much... There's a protection mechanism that the business core personnel are trying to support the existing business structure, the existing business lines of revenue and production, and then all of a sudden, you're looking at new opportunities and new structures and new capabilities for the organization. That generally, it brings up fear. So, as you're looking at sort of being more promiscuous with looking at new opportunities, I love that concept by the way, how should a modern leader deal with organizational fear that spans across multiple people?

Dr. Jonas R.: 27:33 I mean, one very practical thing that I see a lot of companies do these days, and especially the most innovative ones, is to handout, and they probably wouldn't call it this, but I've given it this particular name, to hand out an MSU award, and it sounds for major screw up of the year. If you can get people to realize that screwing up is part of innovation, if you experiment, there is no way to take a shot that will make you immune to mistakes and failure. It's a natural part of the process. Handout an MSU award, and if I was the CEO of a company, I would pick up the first award myself because it legitimizes mistakes, it legitimizes failure, and not making the same mistake over and over again, but I think we, in order to get innovation, you must make it less risky for people to take risks.

Dr. Jonas R.: 28:39 I mean, look at the army. In the army, they systematically reward people who make mistakes. I know it sounds a little bit weird, but think about it. You go to war, you lose half a leg, you come back home and you get a medal.  
Bill Murphy: 28:55 Good point. Good point.

Dr. Jonas R.: 28:56 I mean, it was a semi-strategic mistake to say the least. I mean, it's not part of the job description to lose that part of your leg, but in the army, they know that unless you reward people who take real risk, you cannot win a battle, let alone a war.

Bill Murphy: 29:11 Yes. I can't agree with you more on that. You had mentioned earlier that Eric Schmidt of Google, you mentioned the concept of he has too many people reporting to him that he's forced to not micromanage because it creates an overwhelming situation, it create a brand new model of management and leadership to emerge. You also said that he has a debate with a deadline. I don't remember us talking about that. What was that that he does? You can debate a topic, but it has a deadline, or is that the concept?

Dr. Jonas R.: 29:41 In essence, I think it's leadership the Oprah Winfrey way. Let's put it like that.

Bill Murphy: 29:47 Okay.

Dr. Jonas R.: 29:48 I mean, a leader of a talk show, the good ones will treat the guests as stars. They're still the leader of the conversation and they [inaudible 00:29:58] decide now we need to move on and now need to have a break and all of that stuff, but really, as a leader, you need to take a step back and let the others be stars. Listen to all the different voices of dissent, let the debate bubble and brew throughout the company, and then, at a certain point in time, you need to step in and say, "Okay, we've now heard all the different voices of dissent. The time has come to make a decision." It needs to be a debate, a discussion with a deadline.

Dr. Jonas R.: 30:27 That's very different from leadership where you historically expected the leader to have all the answers to all the critical questions. Now, I think in most organizational landscapes, if the leader can ask really smart questions, the answer may be out there somewhere, but you cannot really know that in advance. The answer is probably only half an answer because, since we're all becoming increasingly stupid, you need to combine a number of half answers to end up with a whole answer to that particular question. The leader is someone who asks really smart questions rather than someone who can outsmart all the rest with answers.

Bill Murphy: 31:12 Well that's particularly appropriate with the digital leaders, is that no longer are they the smartest person in the room. That's even more imperative. This entire conversation has been a really insightful for me and it's really the imperative of human beings, as our systems and our technologies are outstripping us in capability, where literally no longer can anybody claim the excuse that I don't know the answer to something because all of the knowledge is completely at our fingertips.

Dr. Jonas R.: 31:42 Yes.

Bill Murphy: 31:42 It just completely forces us to... It's almost like the distinctions, and you mentioned this earlier, the paradoxes between knowledge sets and the unique capabilities we have to link information together is really a unique human capability these days that still can be held sacred.

Dr. Jonas R.: 32:00 I guess it also raises the question, what's the last competitive advantage of man? I mean, is there a role for simple human beings in a world of artificial intelligence, machine learning and exponential growth in the capabilities of the machines to deal with information and knowledge? I've sort of been asking myself that question over the course of the last few years.

Dr. Jonas R.: 32:23 I think there is a role for us to play. There is a last competitive advantage of man because there are things that the machines still don't understand, and I think they will have difficulties getting a grip on those things. I mean, one of them is context and nuances. I mean, many of us have Friday, Saturday evening, found ourselves in the position where you hear someone say, "Honey, do I look fat in this one?" You're supposed to say no, right? What will the machine say? Well, compared to 95% of the population, you are extremely obese. Because the machine doesn't understand the concept of a white lie because it has no clue what context and nuances mean.

Dr. Jonas R.: 33:11 Or, look at emotions. Will the machine understand empathy, generosity, kindness, decency, spontaneity, all the stuff that makes us human when we're sort of the good version of humans?

Dr. Jonas R.: 33:27 For sure, the machines will help us with a number of things. I think they will help us to deal with the fact that the human being 1.0 came with a number of bugs. We have a tendency when we take decisions to focus on me rather than we, and we want things to happen now rather than then. We have seven and a half billion people roaming around, screaming, "Me now, me now, me now," when what the world really needs is, "We then, we then, we then."  
Dr. Jonas R.: 34:01 But the machines can certainly help us, and if you look at human augmentation technologies and how they will make us slightly more rational, I mean, at best, they will help us by becoming our own personal shoppers, at worst, they will become private correction officers that will keep track of all the stupid things that we do. Because at the end of the day, most of the problems we face as a mankind are manmade problems. If you look at global warming, if you look at obesity, if you look at the financial crisis, manmade problems.

Bill Murphy: 34:37 Yes, you're right. You can either look at it as something that's going to help us do shopping or it's going to potentially help us with our decisions of looking through our different biases or cognitive... I think, what? There's 50 plus potential biases-

Dr. Jonas R.: 34:48 Yes.

Bill Murphy: 34:48 That we look at any situation through that lens, just natural human evolution, kind of where we are today. Can a machine actually help us make better decisions from that angle? It's an interesting... Or just by our shopping-

Dr. Jonas R.: 35:03 Yes.

Bill Murphy: 35:03 Which is super simple. Well, as we wrap up today, Jonas, I want to thank you for coming on the show and sharing your knowledge and wisdom with my audience. Is there a last parting comment or thought that you wanted to leave everyone with, that you're like, "Gosh, I wish Bill had asked this question," that you think would be impactful for my listeners in the companies and in families and societies that they work within?

Dr. Jonas R.: 35:30 Maybe a last piece of very practical advice. We human beings, we have a tendency to develop routines for just about any little activity in life. Don't get me wrong, we need those routines, otherwise our brain would explode at six o'clock in the morning. But one of my younger brothers, who's a professor of medicine, has been trying to tell me that you need to change your routine, small things, because it exercises the brain, it keeps it fresh.

Dr. Jonas R.: 35:58 One of the things, one of the routines that we all have is that in the morning, when we step outside the shower, we start by toweling a very specific part of our body. It could be your face, it could be your left leg, your right arm. It's not something that you think about, which I guess is the point of having a routine. But after people have listened to this podcast, the day after, when they step out of a shower, I would urge them to think about what part of our body to start drying and then make a conscious decision to change.  
Dr. Jonas R.: 36:26 I don't know if it's going to have any impact on their individual careers. I don't know if it's going to have any impact on the performance of our companies, but what I do know is that when I wake up after having listened to our podcast, I will know that, right now, a couple of thousand executives are standing naked outside their showers thinking about me and what part of our body to start drying and that's going to make my Christmas.

Bill Murphy: 36:51 Being intentional, be intentional about our toweling.

Dr. Jonas R.: 36:53 No, I think, I mean, change is very personal.

Bill Murphy: 36:56 Yes.

Dr. Jonas R.: 36:56 I mean, you don't change the world through a mass revolution unless someone takes the first step. I mean, we change things letter by letter, word by word, sentence by sentence, and change is always something that you need to assume responsibility for. You need to be the change that you want to see in your company, in your industry.

Bill Murphy: 37:20 Yes. Those changes could be, even the point you made earlier, about reading something new-

Dr. Jonas R.: 37:25 Yes.

Bill Murphy: 37:25 Getting a magazine article, grabbing a book of poetry that you put down after college, doing something like little tiny baby steps that shift, make big shifts over time. I think that's fantastic.

Dr. Jonas R.: 37:39 It's part inspiration and part perspiration, and you need both.

Bill Murphy: 37:43 Be the inspiration. You be the inspiration. Don't wait for the company to be inspiring.

Dr. Jonas R.: 37:47 Yes.

Bill Murphy: 37:47 You bring that answer. Okay. I love that. Well, Jonas, thank you very much. As far as people reaching out to you and wanting to have further discussions, do you have like a LinkedIn or a website that would be most appropriate, or Twitter that would be most appropriate for people to communicate with you through?

Dr. Jonas R.: 38:03 Probably the easiest is either LinkedIn or my website, which is Jonas Ridderstråle.com

Bill Murphy: 38:10 Okay. We'll definitely put that in the show notes so that folks can go there and get your latest material, books and speaking. Jonas, thank you very much for coming on [crosstalk 00:38:20]

Dr. Jonas R.: 38:19 Thanks for having me.

Bill Murphy: 38:21 Thank you.

Dr. Jonas R.: 38:21 Bye.

Bill Murphy: 38:21 Bye bye.

Dr. Jonas R.: 38:22 Bye.

Bill Murphy: 38:25 There you have it. This wraps another episode of Bill Murphy's RedZone Podcast. To get all the relevant show notes, please go to our blog at www.redzonetech.net/podcast. Additionally, make sure you go to iTunes and leave your comments in iTunes about the show. This helps our show rankings enormously and it helps support the show. Until next time, appreciate you very much for listening. Thank you.