



Gensler

“We have operated as if we had the formula figured out. Now it’s all about discovering the new formula.”

– Satya Nadella, CEO,
Microsoft



Gensler

“You have to ask yourself whether you’re in a commodity business or an innovation business. Our answer was innovation.”

– A.G. Lafley, CEO, Proctor & Gamble



Gensler

“We have a tremendous opportunity to step out of the traditional drugstore format and create something completely new and unique.”

— Greg Wasson, CEO,
Walgreen

Gensler



“The Age of Optimism
was characterized by
faith in free markets as
the most efficient
allocators of resources...”

— Gideon Rachman
Zero-sum Future

A photograph of a man with dark, curly hair and a mustache, wearing a light-colored shirt, leaning over the side of a sailboat. He is looking down at something in his hands. The background shows the rigging and sails of the boat. The entire image has a teal overlay.

“Today, the rationality and impartiality of market mechanisms are open to question, challenged by high-growth ‘state capitalism’ in China.”

- Gideon Rachman



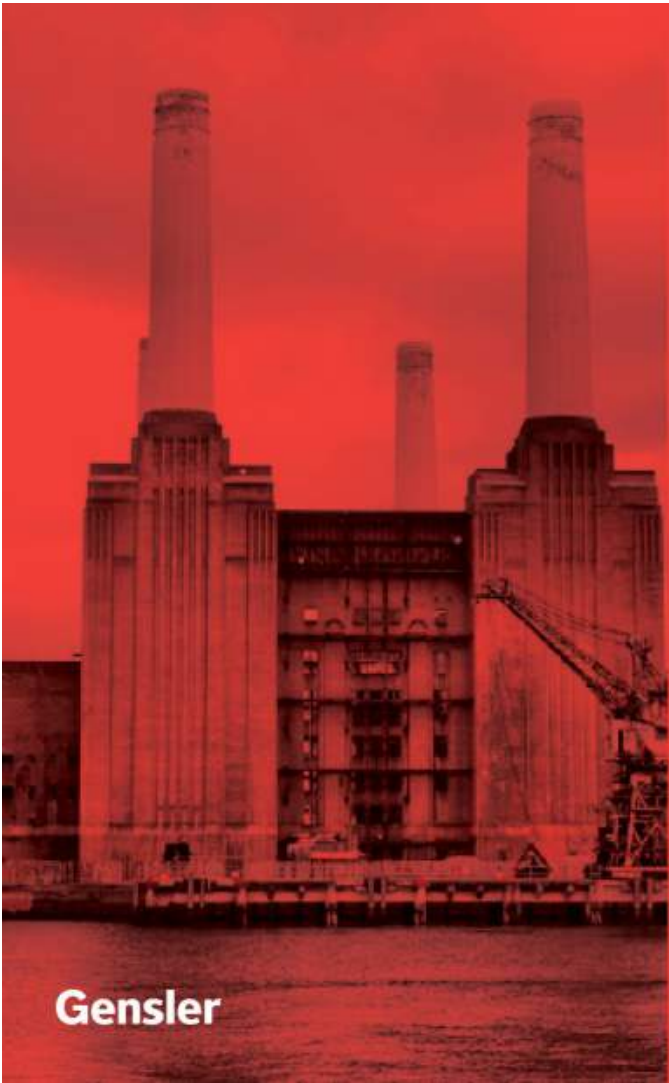
“The win-win logic of the Age of Optimism has been replaced by a zero-sum game in which one nation’s benefit comes at another’s expense.”

- Gideon Rachman



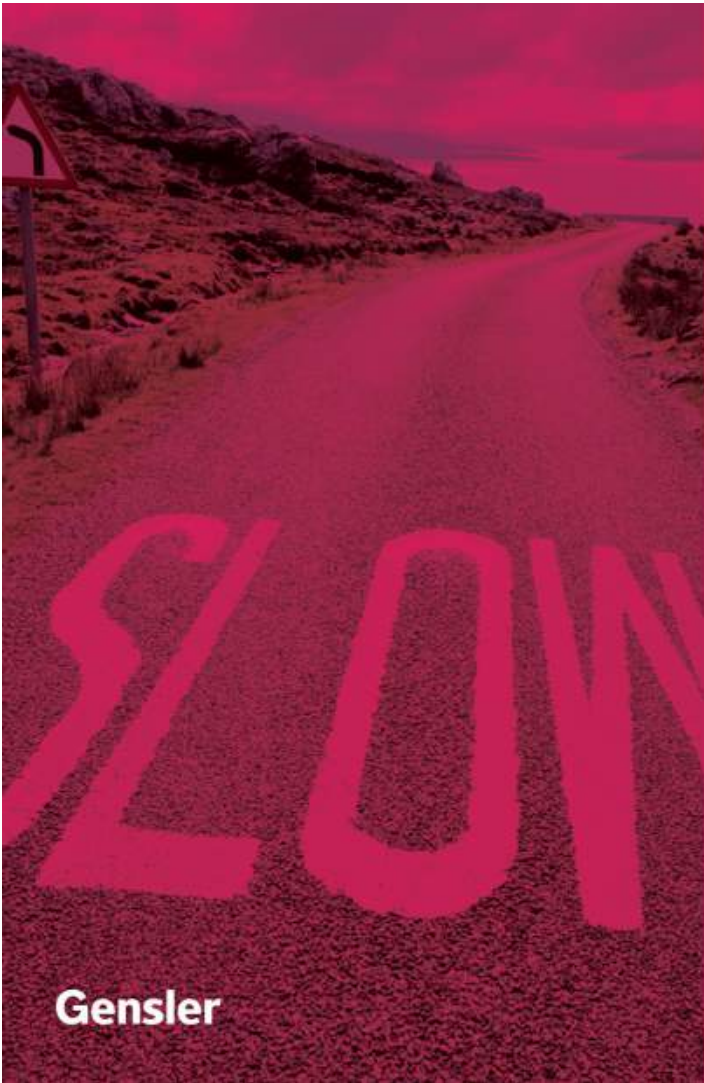
“By the 18th Century, the quality of life afforded the average individual was little better than two millennia earlier, in ancient Rome.”

- Benjamin Wells
New York



“Two things happened: the first and second industrial revolutions. From 1750, human well-being accelerated at a rate that could barely have been contemplated before.”

— Benjamin Wells



“At some point in the 1960’s, this great acceleration began to taper off. Now you can see a clear trend: the rate at which life is improving has slowed.”

- Benjamin Wells



“Perhaps the global economic slump we have endured since 2008 is the slow expiration of a historically singular event?”

- Benjamin Wells

Gensler



Gensler

Now for Some
Good News...
“Abundance:
The Future is
Better than You
Think.”

- *Peter Diamandis*

Solving Scarcity

- Transformational Technologies
- DIY Revolution
- Technophilanthropy
- The Rising Billion



Gensler

Maslow

Self-actualization

Self-esteem

Love & Belonging

Safety & Security

Physical Needs

Diamandis

Freedom

Health

Energy, Education

Communication

Physiological Needs



Blurred Vision

- Skepticism
- Cynicism
- Pessimism
- Fear of Change

*Innovation is the key to
maintaining our quality of life.*

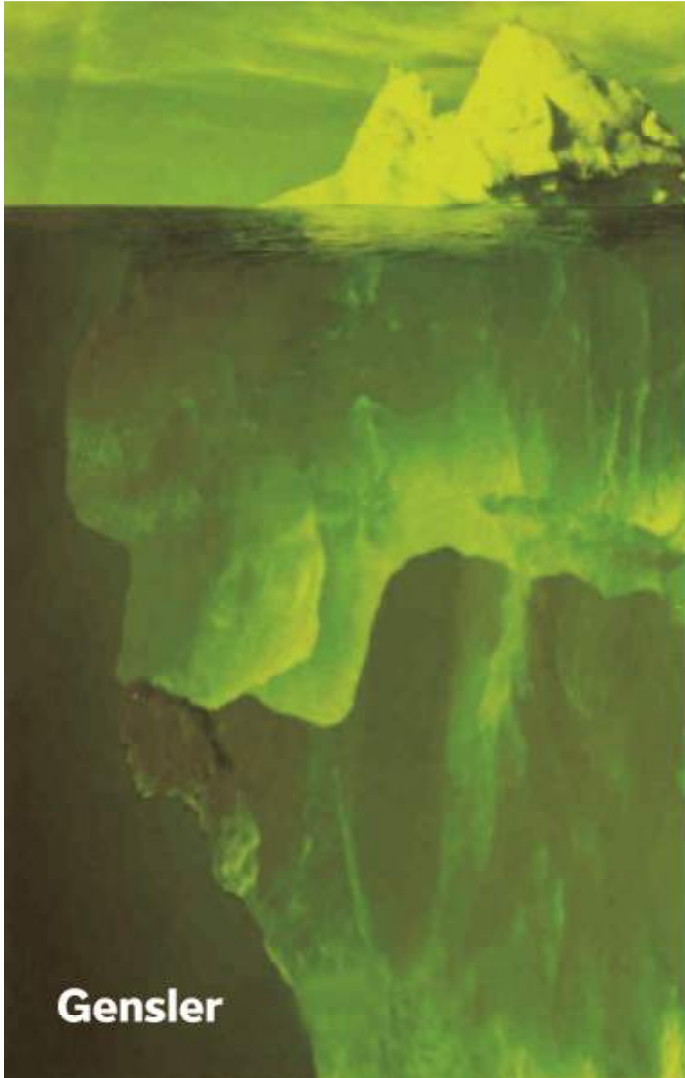
Gensler

*How do we cultivate
Innovation?*

ENGAGEMENT

WELL-BEING

MEANING



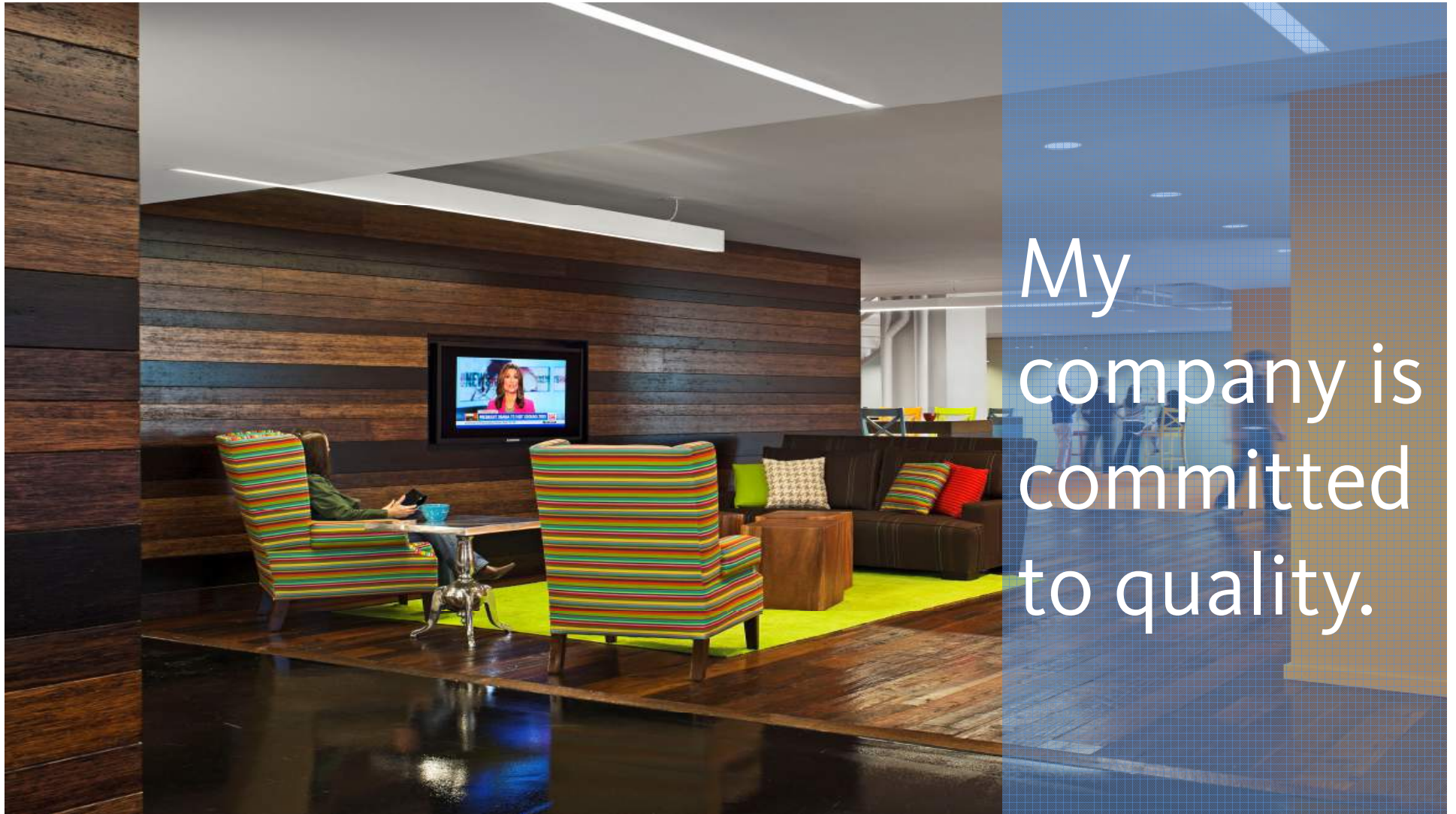
- Only 20% of workers today are 'engaged'
 - Over 40% of workers today are 'enrolled'
 - Almost 40% of workers today are 'disengaged'
 - Towers Perrin
- Global Workforce Study*

Engagement

| Dan Pink | Great Places to Work | Gallup Q12 Survey |
|--|---------------------------|------------------------------|
| AUTONOMY Ability to work the way you want to | Participate in decisions | My opinions count |
| | Open communication | Know what's expected of me |
| MASTERY Ability to do your best work | Pride in my contribution | Opportunity to do best work |
| | Professional development | Development encouraged |
| | Competence valued | Commitment to quality |
| | Vision and action aligned | Tools to do my best work |
| BELIEF Sense that your company makes a positive impact and that you are part of that impact Gensler | Pride in my organization | Job goals feel important |
| | Caring about individuals | Someone cares about me |
| | Camaraderie | I have a best friend at work |

My
company
makes a
positive
impact

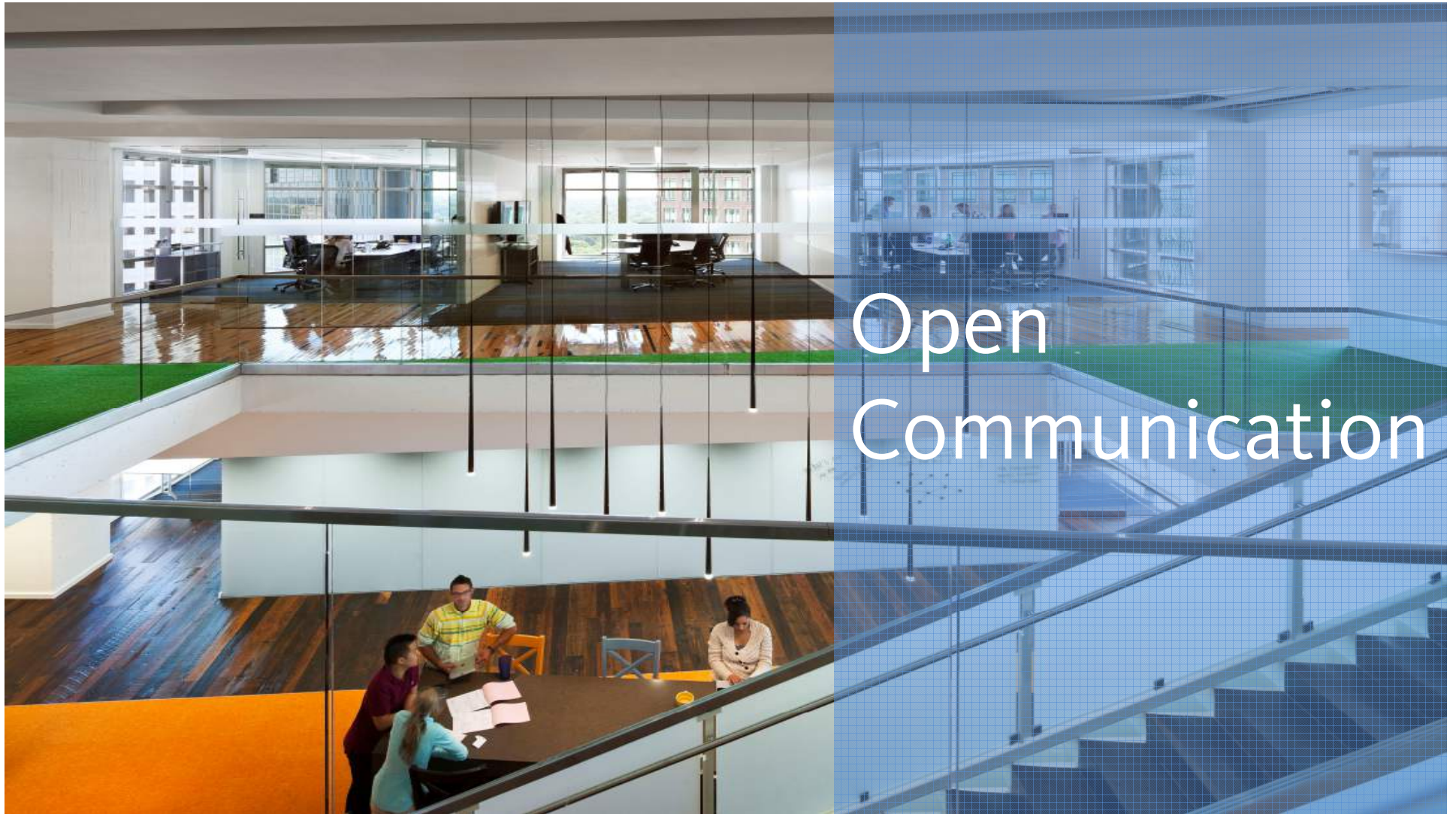




My
company is
committed
to quality.



I have the
tools to do
my best
work.



Open
Communication

Team Work Collaboration



Camaraderie



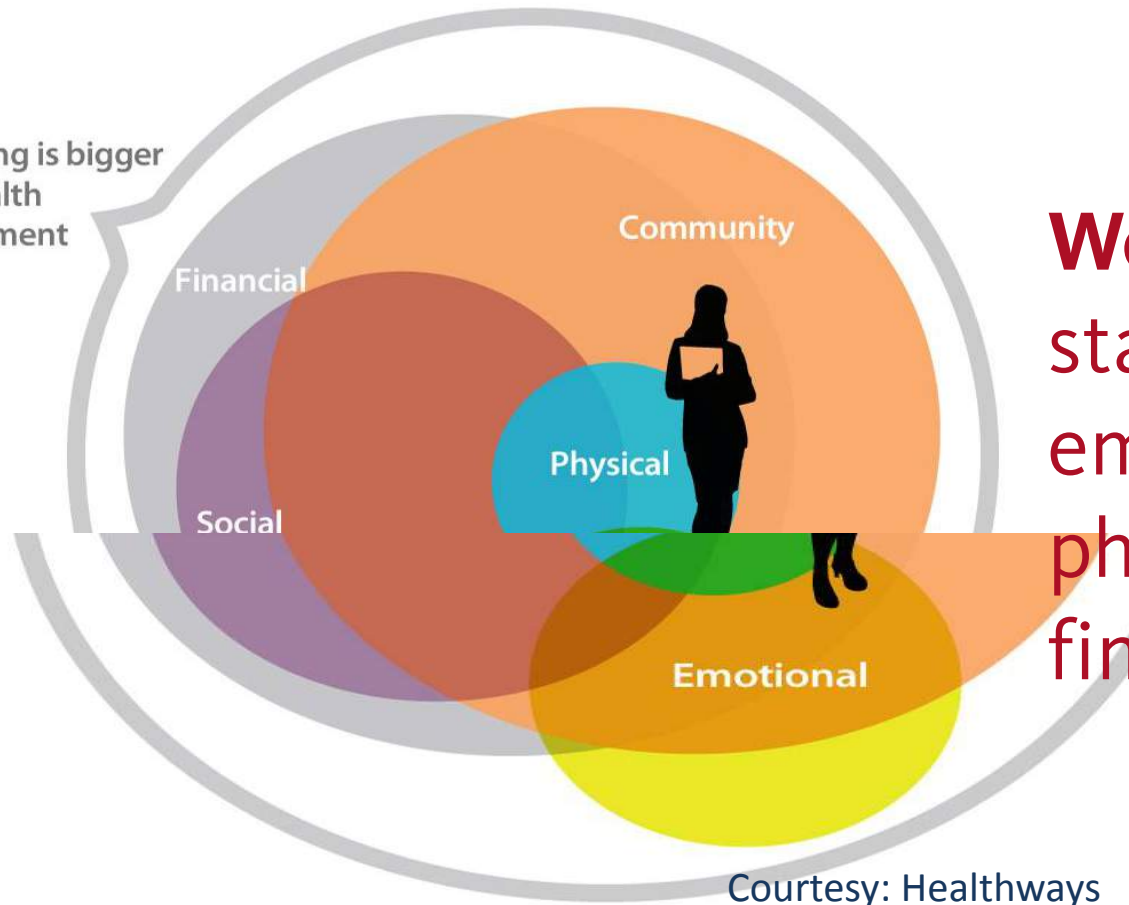


ENGAGEMENT


WELL-BEING

MEANING

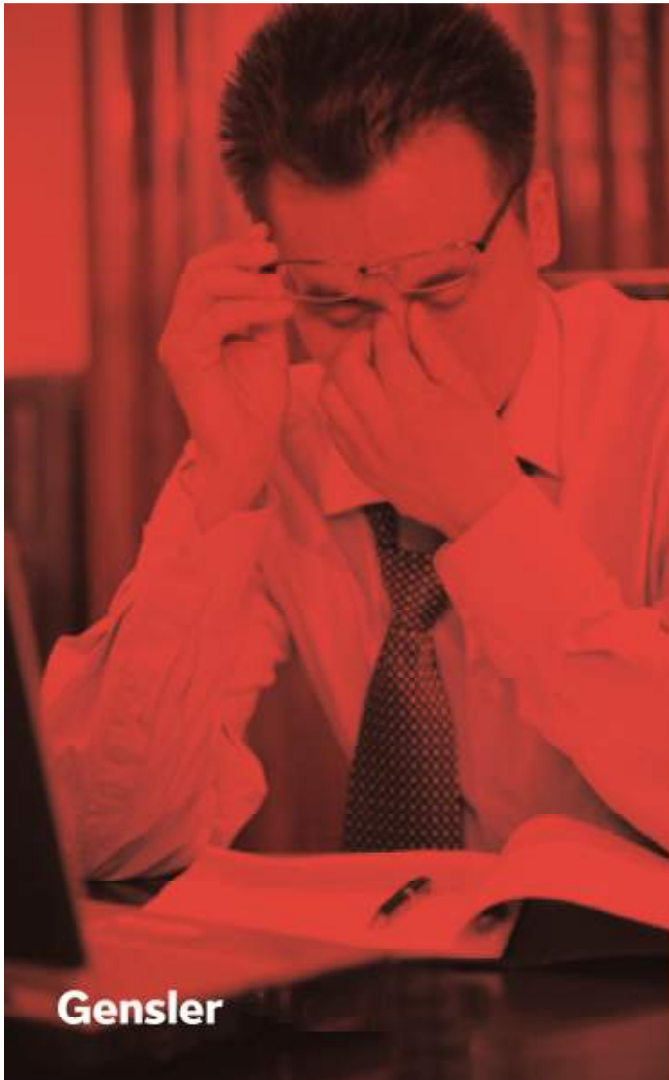
Well-being is bigger
than Health
Management



Well being is a
state of social,
emotional,
physical and
financial health

- 
- A photograph of a person's head and shoulders in profile, looking down at a very large, thick stack of papers or documents. The person has short, light-colored hair. The stack of papers is massive, reaching up to the person's head. The background is a plain, light-colored wall. The entire image is overlaid with a semi-transparent teal color.
- Americans now toil 8.5 hrs/wk more than in 1979
 - More than 80% continue to work after leaving the office
 - 1/3 of working adults average 6 hrs or less sleep per night


- *The Economist*, 2013



Gensler


“Four in ten employees say a heavy workload, unrealistic job expectations and long hours have created stress.”

– American Psychological Association

A man in a light-colored shirt and dark trousers is running to the right. He is holding a mobile phone to his ear with his left hand and carrying a stack of papers and a folder under his right arm. The papers are slightly blurred, suggesting motion. The background is a solid light blue.

“A Harvard Business School study reports that workers are more creative on low-pressure days than on days when they are confronted by a flurry of unpredictable demands.”

- The Economist, 2013

A photograph of a person rock climbing a steep, reddish-brown cliff face. The climber is wearing a dark harness and a backpack, and is using a rope to ascend. The background is a hazy, mountainous landscape.

“Workers’ perception of their wellbeing differed depending on their engagement level. Engaged workers were much more likely to be thriving...”

— *Gallup Management Journal*, 2010



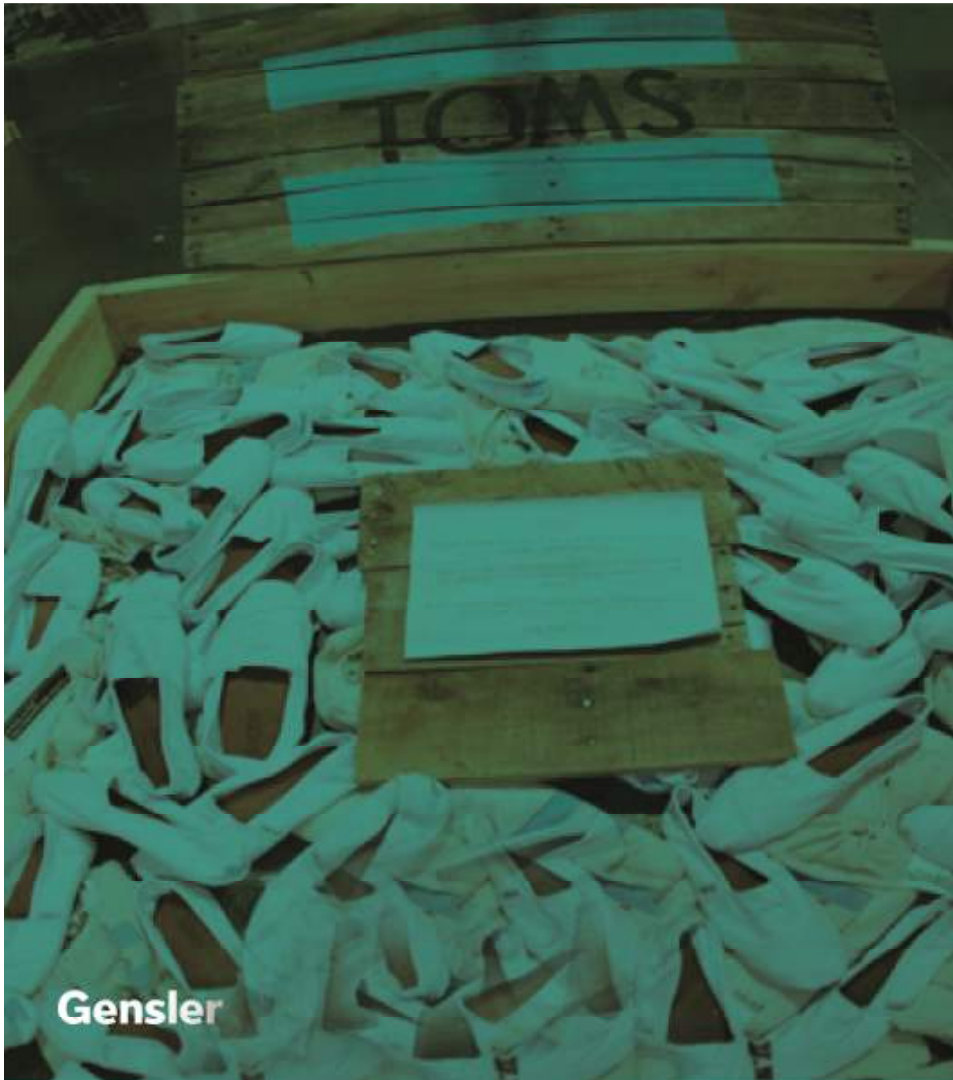
ENGAGEMENT **WELL-BEING** **MEANING**

Gensler



“Peak performance comes from organizations that have mastered not only the intellectual quotient of work but also the **meaning quotient** of work.”

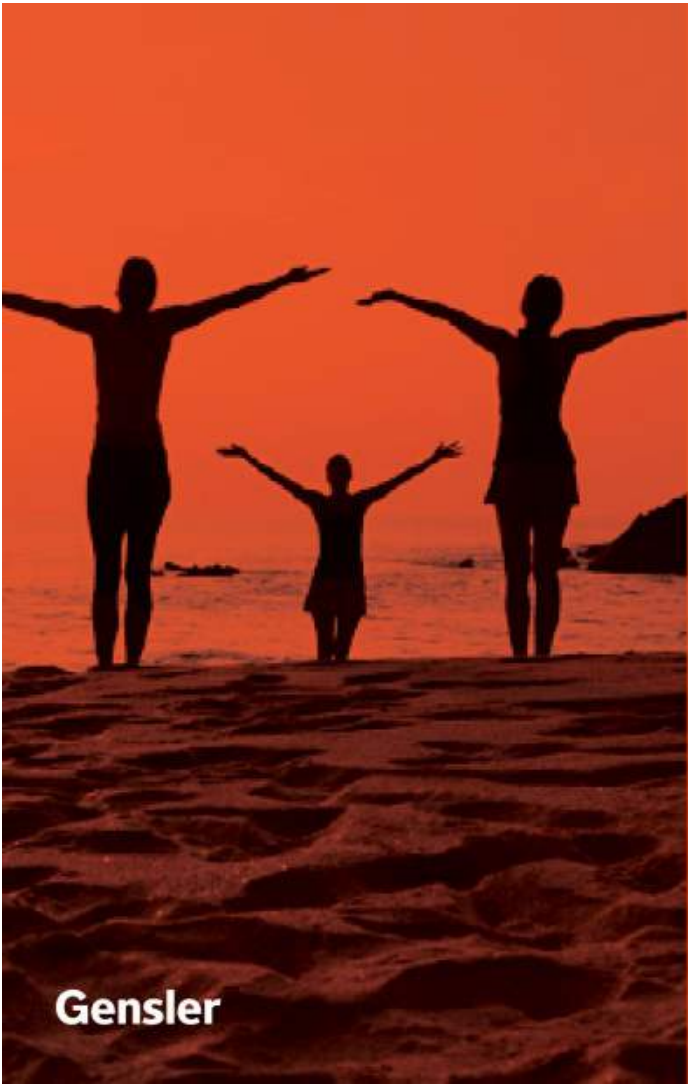
— *McKinsey Quarterly*



Gensler

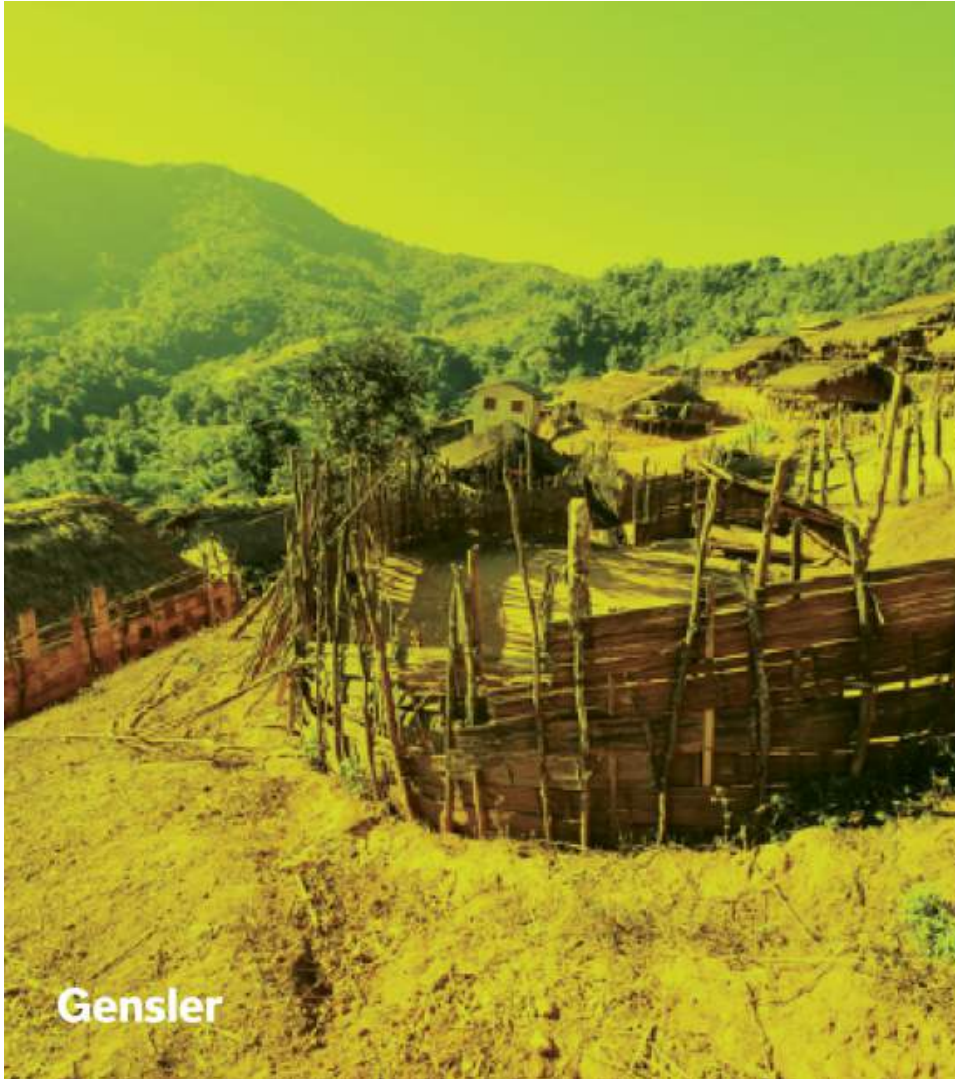
“If you want great business results, you have to stand for something compelling. *A brand ideal is a shared intent by everyone in a business to improve people’s lives.*”

– Strategy + Business

A photograph showing the silhouettes of three people standing on a sandy beach at sunset. The two adults on the sides have their arms raised in a 'V' shape, and a smaller child in the center also has their arms raised. The sky is a deep orange, and the ocean is visible in the background. The word 'Gensler' is printed in white in the bottom left corner of the image.

“Mankind’s economic growth has caused many of the problems other species face. But greater human prosperity now offers many species their best chance of hanging on.”


- *The Economist*, 2013



Gensler

“The *Living Planet Index* of biodiversity has **risen** over the past 40 years in temperate, developed countries, and **fallen** in poor, tropical countries.”

- *The Economist*, 2013



What is the worldview that will
guide us as we create the
community we want to live in?

The background is a solid orange color. A large, semi-transparent red circle is positioned on the left side, partially overlapping the orange background. The text "THANK YOU!" is centered horizontally and partially overlaps the red circle.

THANK YOU!

Gensler