FUTURE OF WORK MASTER CLASS

December 2nd – 7th, 2018
SILICON VALLEY
The Future of Work Master Class aims to provide a learning experience where you get inspiration, tools and insights into how the Future of Work are changing work, workers and organizations.

The Master Class will not teach you everything about the Future of Work, and Silicon Valley certainly doesn't have all the answers. With this program we are rather pinpointing some of the most interesting aspects and cases from the leading ecosystem of technology and innovation that Silicon Valley is. There is a Silicon Valley saying, that the future is already here, it is just not evenly distributed. This is our attempt to distribute one perspective of the future directly to you.

In this booklet you will find a detailed program and a description of each session of the Master Class, with room to note down your own questions and reflections. Below you find a short list of to-do's to consider before and during the week.

We look forward to having you.

Sincerely,
Innovation Centre Denmark

Before departure
- Remember to apply for your ESTA
- Download the Uber or Lyft app if you have plans to use their services

On the airplane
- Read through the program and reflect on your key questions
- Write down your key questions to the speakers – we will have time for discussions and Q&A during all sessions

During the Master Class
- Bring the program and use it as a reference tool and for taking notes during the week
ICDK reserves the right to change the program in case of cancellations.
Welcome to Silicon Valley
We will meet at the General Consul, Katrine Paaby Jensen’s house in Palo Alto.

Parking: On the streets

17.15 – 17.45
Speed dating – Get to know the other participants and share your expectations
Where are you from, what do you expect of the week and what do you hope to get out of the Master Class? Share your expectations with your fellow participants.

17.45 – 19.00
Mingling, wine and snacks

MONDAY, DECEMBER 3RD
TRENDS SHAPING THE FUTURE OF WORK

08.30 – 09.00
Welcome – Innovation Centre Denmark
Mitchell Park Community Center (Palo Alto Room)
3700 Middlefield Rd, Palo Alto

09.00 – 10.00
Trends shaping the (near) Future of Work
Speaker: Gary A. Bolles, Chair of Future of Work, Singularity University
Mitchell Park Community Center (Palo Alto Room)
3700 Middlefield Road, Palo Alto

10.00 – 10.30
Coffee Break

10.30 – 12.30
Disruptive Business Models & Emerging Technologies
Facilitator: Marc Bünger, Deep Tech Agent, Innovation Lab
Mitchell Park Community Center (Palo Alto Room)
3700 Middlefield Road, Palo Alto

12.30 – 13.00
Lunch
We bring lunch.

13.00 – 14.15
Transportation to Autodesk, SF (~55-70 min)
Autodesk, 1 Market St, Suite #200, San Francisco
Parking: Spear St (on street or garage)

14.15 – 16.15
Emerging Technologies Behind the Buzzwords: AI in practice
Speaker: Yizel Viscarra, Conversational Engineer, Autodesk
Autodesk, 1 Market St, Suite #200, San Francisco

16.30 – 19.00
Future of Work meetup
The meetup will take place at the bar Hard Water facing the San Francisco Bay. The bar is within walking distance from Autodesk.
Hard Water, Pier 3, The Embarcadero, San Francisco

19.00
Optional dinner:
There are many different options close to the Ferry Building.
Suggestions: Slanted Door (Asian), One Market Restaurant (American), Super Duper Burgers (Burgers)
**TUESDAY, DECEMBER 4TH**

**EMERGING TECHNOLOGIES IN THE WORKFORCE**

**07.45 – 08.00**

*Introduction to the day*

_Innovation Centre Denmark, 200 Page Mill Road, Palo Alto*

_Parking: Free parking in the basement_

**08.00 – 09.00**

*Emerging Technologies: Trends in Big Data*

_Speaker: Shomit Ghose, Partner, ONSET Ventures_

_Innovation Centre Denmark, 200 Page Mill Road, Palo Alto_

**09.00 – 10.30**

*New collaboration models: Open innovation*

_Speaker: Lisa Coca, Managing Director, Corporate Investments GE Ventures_

_Innovation Centre Denmark, 200 Page Mill Road, Palo Alto_

**10.30 – 11.00**

_Transportation to downtown Palo Alto (~20 min)_

_Institute for the Future, Curie, 215 Hamilton Ave, Palo Alto*

_Parking: Free 2-hour parking around the streets_

**11.00 – 12.30**

_Futures scenarios & Internet of Actions*

_Researcher: Rod Falcon, Institute For The Future_

_Institute For The Future, Curie, 215 Hamilton Ave, Palo Alto_

**12:30 – 13.30**

*Lunch*

_Lunch Downtown Palo Alto_

**13.30 – 14.00**

_Transportation to StriVR, Menlo Park (~20 min)_

_StriVR, 90 Middlefield Rd, Menlo Park*

_Parking: Around the corner on Willow Rd_

**14.00 – 16.00**

_Company visit with presentation, demo and idea session._

_Company Visit: StriVR: Virtual Reality training_

_StriVR, 90 Middlefield Rd, Menlo Park_

**16.00 – 16.30**

_Transportation to ICDK, Palo Alto (~20 min)_

_Innovation Centre Denmark, 200 Page Mill Road, Palo Alto_

**16.30 – 18.30**

*Case Workshop*

_Workshop: FOW Trends & Emerging technologies – Explore the challenges and opportunities_

_Innovation Centre Denmark, 200 Page Mill Rd, Palo Alto_

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**WEDNESDAY, DECEMBER 5TH**

**LIFELONG LEARNING & COLLABORATION**

**09.15 – 09.30**

*Introduction to the day*

_Suggested departure from Palo Alto: 07:30_

_2779 16th Street, San Francisco_

_Parking: Portrero Hill Center or Parking lot at 17th/Folsom (Don't leave any valuables in the car!)_

**09.30 – 12.00**

_Lifelong Learning & Future Skills_

_Speaker and facilitator: Stephen Kosslyn, Founder, president and CEO of Foundry College, previously Minerva, Stanford & Harvard._

_2779 16th Street, San Francisco_

**12.00 – 13.00**

*Lunch*

_We bring lunch._

**13.00 – 14.00**

*New collaboration models: Crowdsourcing*

_Speaker: Balaji Bondili, Deloitte Pixel_

_2779 16th Street, San Francisco_

**14.00 – 15.00**

_Transportation to 42 Silicon Valley, Fremont (~45-70 min)_

_42 Silicon Valley, 6600 Dumbarton Cir, Fremont*

_Parking: At location._

**15.00 – 16.30**

*Disrupting Engineering Education*

_Visit: 42 Silicon Valley – presentation and tour._

_6600 Dumbarton Cir, Fremont_

**16.30 – 17.15**

_Transportation to ICDK, Palo Alto (~30-50 min)_

_Innovation Centre Denmark, 200 Page Mill Rd, Palo Alto_

**17.15 - 19.30**

*Case Workshop (including dinner)*

_Workshop: FOW focus areas – Identify the areas in need of change to prepare for the Future of Work_

_Dinner will be served at the office._

_Innovation Centre Denmark, 200 Page Mill Rd, Palo Alto_
**THURSDAY, DECEMBER 6TH**

**FUTURE OF LEADERSHIP**

- **08.45 – 09.00**  
  Introduction to the day  
  Suggested departure from Palo Alto: 07:00.

  **The Shop, 910 Howard St, San Francisco (same location all day)**  
  Parking: 436 Nanoma St | 970 Howard St | 833 Mission St

- **09.00 – 10.30**  
  Future of Leadership  
  Speaker: Chris Farinacci, Head of Business, Asana

  **The Shop, 910 Howard St, San Francisco**

- **10.30 – 11.00**  
  Coffee Break

- **11.00 – 12.00**  
  Leadership in the Gig economy  
  Fireside chat: Stephane Kasriel, CEO, Upwork

  **The Shop, 910 Howard St, San Francisco**

- **12.00 – 13.00**  
  Lunch  
  We walk together to Creator Restaurant, 680 Folsom St, San Francisco

- **13.00 – 14.15**  
  Startup pitches and Panel: New leadership tools  
  Panelists: Luca Rosetti, Co-Founder, Beaconforce  
  Jennifer Dennard, Co-Founder, Range  
  Jesper Alexander Wind, Co-Founder, PeerPilot

  **The Shop, 910 Howard St, San Francisco**

- **14.15 – 14.30**  
  Coffee Break

- **14.30 – 16.00**  
  Emotional Intelligence: Attain results through people  
  Speaker & Facilitator: Pierre Khawand, Productivity & Leadership Specialist, People-on-the-go

  **The Shop, 910 Howard St, San Francisco**

- **16.00 – 18.00**  
  Transportation to Vina Enoteca, Stanford (~90 min)  
  **Vina Enoteca, 700 Welch Rd, Palo Alto**  
  Parking: By restaurant

- **18.00**  
  Dinner at Vina Enoteca  
  **Vina Enoteca, 700 Welch Rd, Palo Alto**

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**FRIDAY, DECEMBER 7TH**

**ETHICS, REFLECTION & WORKSHOP**

- **08.45 – 09.00**  
  Introduction to the day

  **Innovation Centre Denmark, 200 Page Mill Rd, Palo Alto**  
  Parking: Free parking in the basement

- **09.00 – 11.15**  
  Case Workshop + Reflections  
  Workshop: Planning for the (near) future – Define your project plan and next steps  
  Reflections and evaluation of the week

  **Innovation Centre Denmark, 200 Page Mill Rd, Palo Alto**

- **11.15 – 12.00**  
  Techplomacy  
  Speaker: Casper Klynge, Tech Ambassador of Denmark, Ministry of Foreign Affairs

- **12.00**  
  Thank you for this time (and optional lunch)  
  For those who do not have a flight to catch, we suggest to have lunch at any of the excellent restaurants at California Ave (5 min walk from the office).

  **California Avenue**
KEYNOTE: KEY TRENDS SHAPING THE (NEAR) FUTURE OF WORK

PROGRAM
Exponential technologies are having a seismic impact on the world of work. What are the key trends that are transforming our traditional model of work? How are industries and jobs becoming “unbundled,” and what are the effects on human work? Why is the traditional model of the organization changing, and what could work look like in next-generation organizations? Will robots and software take every job? These are just some of the questions Gary will touch upon.

GARY A. BOLLES, CHAIR FOR THE FUTURE OF WORK, SINGULARITY UNIVERSITY
Gary A. Bolles is an internationally-recognized expert on the future of work and the future of learning. His focus is on the strategies for helping individuals, organizations, communities, and countries to thrive in the transition to a digital work economy.

As Chair for the Future of Work for Singularity University, he leads the organization’s efforts to empower a global community with the mindset, skillset, and network to create an abundant future of work and learning.

MONDAY DISRUPTIVE TRENDS

NOTES
WHAT ARE YOUR KEY QUESTIONS?

WHAT ARE YOUR MAIN TAKEAWAYS?
PRESENTATION: DISRUPTIVE BUSINESS MODELS & EMERGING TECH

PROGRAM
Looking back, what have been the big disruptions and how have they effected the workforce. Looking forward, what are the emerging technologies and how are they expected to impact the future workplace?

MARC BÜNTER, DEEPTECH AGENT, INNOVATIONLAB
Mark researches science-based technologies, aka Deep Tech, ranging from synthetic biology to quantum computing, to help companies develop and deploy them.
Over 20 years and across 40 countries, he has worked as a management consultant, technology analyst, lab researcher, and entrepreneur at Accenture, Forrester Research, UCSF, Lux Research, and several startups. Mark brings together his background covering artificial intelligence and works with clients in artistic, engineering and innovative industries. He curates and co-develops AI-based systems for creating humor, visual and musical arts, and human-machine co-innovation.

MONDAY DISRUPTIVE TRENDS
PRESENTATION AND DEMO: EMERGING TECHNOLOGIES: AI IN PRACTICE

PROGRAM
How is AI used in practice? In a world where AI assistants are becoming de rigueur, Autodesk, a California-based B2B software giant, has introduced AVA, short for Autodesk Virtual Agent, across its website ahead of integrating the visual chatbot into its software platform later this year.
Yizel will tell us about the journey of AVA, including the decision-making process of developing the new technology at Autodesk. She will talk about how AVA works today and potential use-cases in the future including a discussion of ethical considerations.

YIZEL VIZCARRA, CONVERSATIONAL ENGINEER, AUTODESK
Yizel Vizcarra is a Conversation Engineer on the Machine Assistance (MA) team, focused on improving customer support through dialogue optimization of the Autodesk Virtual Agent (AVA). In her role, Yizel analyzes conversations between Autodesk customers and AVA to inform and enhance AVA's dialogue design and natural language understanding. In other words, she helps AVA better understand and serve Autodesk's customers through conversation.

NOTES
WHAT ARE YOUR KEY QUESTIONS?

WHAT ARE YOUR MAIN TAKEAWAYS?

MONDAY DISRUPTIVE TRENDS
PROGRAM

Big data is a term that describes the large volume of data – both structured and unstructured – that inundates a business on a day-to-day basis. But it's not the amount of data that's important. It's what organizations do with the data that matters. Why are startups and Venture Capitalists paying so much attention to the potential in data, and why does all companies need to be data-companies in the future?

SHOMIT GHOSE, PARTNER, ONSET VENTURES

Shomit Ghose joined ONSET Ventures in 2001 after 19 years of working at high-tech companies in Silicon Valley. During his career he participated in several successful IPOs, including those of Sun Microsystems and Broadvision.

Prior to joining ONSET, he was SVP of Operations at Tumbleweed Communications, where he managed the marketing, professional services, applications engineering and corporate development departments. He helped the company through a successful IPO in 1999.
PRESENTATION: NEW COLLABORATION MODELS - OPEN INNOVATION

PROGRAM
Lisa will talk about the importance of open innovation, and looking outside your own business in order to innovate. She will reflect upon some of the learnings of working together with startups from a corporate perspective, and discuss the future of work, digital workforce and human capital management.

LISA COCA, MANAGING DIRECTOR, CORPORATE INVESTMENTS, GE VENTURES
Lisa is a Managing Director of Investing at GE Ventures. She joined the business in 2012. Lisa invests in enterprise software start-ups that drive corporate productivity and operational efficiency. She was also the architect of GE Ventures’ EDGE program which leverages the global scale, expertise and resources of GE to provide startup partners with programs and tools to help them grow and scale their enterprise. Prior to joining GE Ventures, her professional career spanned a number of other disciplines including finance, sales & marketing, strategy, and business development at major financial institutions such as GE Capital, Bankers Trust, and Deutsche Bank.

TUESDAY DISRUPTIVE TECHNOLOGIES
RESEARCH PRESENTATION: FUTURE SCENARIOS & THE INTERNET OF ACTIONS

PROGRAM
What is foresight and why is it important? IFTF will introduce you to different foresight methods such as collecting signals and identifying big shifts, in order to better understand what might happen in the future.

In the next decade, the web will evolve from an Internet of Information toward an Internet of Actions transforming everything from how we conduct business to our relationship with the material and natural world around us to how we get things done. The Internet of Actions will get to know us, mining our digital footprints and understanding our intentions.

ROD FALCON, RESEARCHER, INSTITUTE FOR THE FUTURE
Rod brings his extensive experience directing research and teams at IFTF to his current role co-leading IFTF’s Future 50 Partnership. With a deep background in public health policy, he has served in several different capacities at IFTF since 1995, including leading the Food Futures and Health Futures programs and leading research for the Tech Futures program.

Tuesday EMERGING TECHNOLOGIES
COMPANY VISIT: VIRTUAL REALITY – TRAINING & PERFORMANCE IMPROVEMENT

PROGRAM
At our visit at STRIVR, they will tell us more about the company and how they help their customers to up-skill and re-skill their employees, in a much faster and more real-world like setting than previously possible. We will see how their VR-training tool works, and have a session with the product and design team to provide our impressions and perspectives on their product.

STRIVR – VIRTUAL REALITY STARTUP
STRIVR uses VR to improve performance of individuals, corporations, and sports teams. STRIVR combines real-world experience and technology to make practice not only more effective, but also more enjoyable. With STRIVR, the days of “have to” are replaced by “want to”, and the results will speak for themselves.

STRIVR was created by a world-renowned expert in virtual reality and a football coach looking to give his players an extra edge. Stanford University and its football team were the testing ground for the STRIVR product.
Customers now include Walmart, Fidelity Investments, BMW, verizon, Pfizer, United Rentals, VISA and Stanford.

NOTES
WHAT ARE YOUR KEY QUESTIONS?
WHAT ARE YOUR MAIN TAKEAWAYS?
Lifelong learning and the future of education: why is it important with lifelong learning vs. the old learn, work, retirement model, and why is skilled-based learning the way forward? Stephen will talk about why he started Foundry College and his experience and research on the science of learning. A large part of the session will be based on your questions and focus areas.

Stephen M. Kosslyn is the Founder, President and CEO of Foundry College. Prior to that, he was Founding Dean and Chief Academic Officer of the Minerva Schools at the Keck Graduate Institute. He previously served as Director of the Center for Advanced Study in the Behavioral Sciences at Stanford University after having been chair of the Department of Psychology, Dean of Social Science, and the John Lindsley Professor of Psychology at Harvard University.

Kosslyn's research has focused on the nature of visual cognition, visual communication, and the science of learning; he has authored or co-authored 14 books and over 300 articles on these topics.

What are your key questions?

What are your main takeaways?
CASE PRESENTATION: NEW COLLABORATION MODELS - CROWDSOURCING

PROGRAM
In the past decade, crowdsourcing has moved far beyond simple idea generation. Increases in global connectivity and mobile technology, the rapid growth of talent around the world in key emerging markets, and shifts to a more open talent model created the perfect environment for crowdsourcing to expand. As a result of this marketplace evolution, the number of crowdsourcing use cases available to large organizations has exploded, moving from idea generation to executing actual work and creating tangible outcomes. Balaji will present several cases he worked on with his customers, to give different examples of how crowdsourcing can solve problems.

BALAJI BONDILI, HEAD OF DELOITTE PIXEL
Deloitte Pixel help clients tap into the power of external crowds—the vast number of people outside your organization that have the ideas, insights, skills, experience, or time that will drive your next product or service or build complex algorithms.

Deloitte Pixel was created in 2014 on the premise that external crowds could help them deliver better, faster, and cheaper outcomes for their clients.

NOTES
WHAT ARE YOUR KEY QUESTIONS?

WHAT ARE YOUR MAIN TAKEAWAYS?
COMPANY VISIT: DISRUPTING ENGINEERING EDUCATION

PROGRAM
Introduction by 42 Staff. This will cover the history of 42 and an introduction to their teaching methods.
Tour of 42 lab and intra, the internal software used to run 42. Some of the things you will see on this portion include:
- Student Projects
- Robotics Lab
- Rabbit Cloud Innovation Hub

42 SILICON VALLEY
42 Silicon Valley is an innovative engineering college in the San Francisco Bay Area. As the leading college for software engineering, coding, and programming, they’re disrupting engineering education and tech talent pipelines in the Bay.
NO TEACHERS. Knowledge these days is no longer solely transmitted in the classical teacher-student fashion. At 42, there are no teachers: students have to learn themselves, be resourceful, and figure out how to learn.
NO COURSES. NO CLASSES. Learning at 42 Silicon Valley isn’t restricted by time periods. Students have freedom to explore topics, and while there aren’t traditional exams, students are graded by their peers (tougher than teachers).

WEDNESDAY LIFELONG LEARNING

NOTES
WHAT ARE YOUR KEY QUESTIONS?

WHAT ARE YOUR MAIN TAKEAWAYS?
**PRESENTATION: FUTURE OF LEADERSHIP**

**PROGRAM**
Chris will talk about how they view the future of leadership at Asana. Why is it important with collaboration and productivity in the future of work and what role will culture play? How does he see the implications of the digital transformation in the years to come? These are just some of the topics Chris will cover.

**CHRIS FARINACCI, HEAD OF BUSINESS, ASANA**
Chris Farinacci is head of business at Asana, leading the company’s business growth and go-to-market efforts, including sales, marketing, business development and customer operations.

Before joining Asana, Chris led global marketing for Google’s enterprise and education businesses, responsible for helping scale it to a multi-billion-dollar business. Prior to Google, he’s had diverse leadership experience in enterprise software including CMO of Hara, VP of Application Marketing at Oracle and Senior Vice President of Global Marketing at Agile Software. Chris holds a B.S. in Mechanical Engineering from The Ohio State University.

**NOTES**

**WHAT ARE YOUR KEY QUESTIONS?**

**WHAT ARE YOUR MAIN TAKEAWAYS?**
Fireside Chat: Leadership in the Gig-Economy

Program
In this fireside chat Stephen will discuss the trends behind the increasing number of freelancers, and how to prepare the coming generation for the future. What are the best practices of leadership in a gig-economy and how can companies set up their business in the best way in order to accommodate collaboration in remote teams?

Stephane Kasriel, CEO, Upwork
As CEO of Upwork, the world’s largest freelancing website, and co-chair of the World Economic Forum Council on the Future of Education, Gender and Work, Stephane Kasriel is in a unique position to share his perspective on future trends—from global forces impacting the job market and the rise of the freelance economy to how companies are changing the way they build teams and the way education should evolve.

Stephane holds an MBA from INSEAD, Master’s from Stanford in Computer Science and a BS from Ecole Polytechnique in France. Harvard Business Review and Bloomberg View have featured him on topics including the future of work, entrepreneurship, and how to strengthen our global economy.

Thursday The Future of Leadership
STARTUP PANEL: NEW LEADERSHIP TOOLS

PROGRAM
The Future of work is influenced by technology in many different ways. Employers are looking for new and innovative ways to attract and retain talent, manage and track staff and better deploy their workforces. A number of startups developing innovative HR products and services are emerging, and we have found three of the most interesting ones and invited them to discuss the role of technology on the future of leadership.

JENNIFER DENNARD, CO-FOUNDER, RANGE
Range is a workplace tool that helps teammates plan their day, know what’s happening, and build stronger relationships.

LUCA ROSETTI, CEO, BEACONFORCE.
Beaconforce drives change through adaptive and personalized interaction with the entire workforce, giving real-time recommendations and assessing the impact of those actions to ensure results.

JESPER ALEXANDER WIND, CEO, PEERPILOT
PeerPilot addresses the main challenges in candidate selection by improving candidate fit, reducing time to hire and embracing the agile labor market. The platform allows automated and unbiased skills assessment of candidates based on their cognitive and collaborative performance in a realistic case scenario.

THURSDAY THE FUTURE OF LEADERSHIP
WORKSHOP: EMOTIONAL INTELLIGENCE - ATTAIN RESULTS THROUGH PEOPLE

PROGRAM
This session starts with the fundamentals of Emotional Intelligence and quickly launches into a series of experiential exercises to help participants experience the various aspects and formulate strategies and behaviors to cultivate, develop, and turn these aspects into ongoing practices.

PIERRE KHAWAND, LEADERSHIP EXPERT
Mark researches science-based technologies, aka Deep Tech, Pierre Khawand has more than twenty years of experience in the software industry. He has led several technology ventures, completed successful mergers and acquisitions, and founded People-OnTheGo in 2001.

Pierre holds a Master’s degree in Engineering from the University of Michigan, and has completed several Executive Education programs at the Stanford Graduate School of Business (Stanford California). He is the author of several books including The Accomplishing More With Less Workbook, Time for Leadership, and more recently The Perfect 15-Minute Day: Managing your Time, Thoughts, and Emotions.

THURSDAY THE FUTURE OF LEADERSHIP
KEYNOTE: TECHPLOMACY AND THE WORLD’S FIRST TECH AMBASSADOR

PROGRAM
Tech and digital diplomacy, in short TechPlomacy is an acknowledgement of the key role tech plays and will increasingly play in the future for individuals and societies alike.

This new diplomatic approach is spearheaded by the world's first ever Tech Ambassador, Casper Klynge, supported by a global diverse team spanning three continents.

Casper will talk about why it is important to discuss ethics in technology and his work as Tech Ambassador.

CASPER KLYNGE, TECH AMBASSADOR OF DENMARK
Since September 2017, Casper Klynge is Denmark's & the world's first Tech Ambassador spearheading the Government's decision to elevate technology to a foreign policy priority as part of the ‘TechPlomacy-initiative’. Before leading the Tech-representation, Casper served as Ambassador of Denmark to Indonesia(2014-2017) and to the Republic of Cyprus (2013-2014) and has held several position within the Ministry of Foreign Affairs. Casper holds a Master degree in Political Science, and he is a 2009 Marshall Memorial Fellow.

FRIDAY ETHICS & REFLECTION

NOTES

WHAT ARE YOUR KEY QUESTIONS?

WHAT ARE YOUR MAIN TAKEAWAYS?