

## How Will Technology Impact The Way We Live And Work?

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BRADLEY HOWARD (BH): Hello everyone. I'm Bradley Howard and I'm happy to welcome you back to our Tech Reimagined podcast. In season one, we looked at how technology is reimagining the way that we live and work from health care payments in the future of work to the role of A.I. and how we move people and goods, and the gender gap in technology.

Now in season two, we'll aim to explore the big questions around technology and the industries that are impacting our lives.

Today we have with us a very exciting guest, and it's an honour to be able to get his view on how he thinks technology will continue to play a significant role in everything that we do, from the way we live, work and run our lives.

Guy Kawasaki is the Chief Evangelist of Canva and the creator of Guy Kawasaki's Remarkable People podcast. He was the Chief Evangelist of Apple and the trustee of the Wikimedia Foundation. He's written 15 books, including Wiseguy, The Art of the Start 2.0, The Art of Social Media and Enchantment. Guy, welcome to the Tech Reimagined podcast. It's so great to have you here. Can you tell us a few words about yourself?

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GUY KAWASAKI (GK): Sure. My name is Guy Kawasaki. Well, you already introduced me, so I don't know how much more you need to know. So I was the Software Evangelist in the Macintosh division for Steve Jobs. So my job was to convince companies to create software and hardware products for Macintosh. Now, this is in the mid-80s. So one thing is I'm living proof that if you do one thing well, you can coast for a long time off your reputation. I have also been an entrepreneur, a venture capitalist, and today, I have the very enviable position of being the Chief Evangelist of Canva, Online Graphics Design Service, out of Sydney, Australia. And my passion, if not obsession, is my podcast Remarkable People,

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BH: Your podcast, and surfing as well.

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GK: Well, I wasn't going to go there, but OK. Yeah, as soon as this ends, I'm going surfing.

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BH: We're all very envious. At the moment, I should probably point out that it's eight o'clock in the evening here in the UK. What time is it where you are Guy?

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GK: It is 12:00, lunchtime.

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BH: Oh, very good. Very good. So you've driven innovation and change agendas many times in your career from Apple, Fog City, Emailer, and now Canva. So if you were to think about the way that you use technology in your everyday life, how do you think it will keep changing the way that we live and work?

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GK: In a sense, I hate to be chicken about this, but it's almost unimaginable to imagine how it's going to change because I would have never predicted that we would be here, where we are today, in 2021. If you had asked me this in 2010 or 2000, much less 1984. So let's take the extreme example. So 1984 introduction of Macintosh, you know, this is like a revolution. Personal computers empowered people no more minis and mainframes and one person, one computer operating without an IT department, MIS guidelines, etc, etc.. So from 1984, you would have told me that in 2021 that we would have phones that are far more powerful than what's on your desktop. They would be connected and talking to each other and talking to the cloud. What was the cloud? I would have told you, "You know, what in the world are you talking about?" I mean, in a sense, we haven't gone as far as The Jetsons, where we all have our personal flying saucers and all that. But man, I would have never imagined we are where we are. Also would not have imagined that Donald Trump had been President Of The United States. That's also unimaginable, but we don't need to go down that path.

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BH: I thought The Simpsons had imagined it but, OK, we'll get past that. So what do you think the key drivers are for the change in that innovation? I mean, who was sitting there going, we need to have a mobile phone in everyone's hand, we need to have the Internet? What are the key drivers?

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GK: First of all, nobody was saying that, OK? I mean, people may want to attribute that to themselves. But this is one of those phenomena of Silicon Valley where we throw a lot of stuff up against the wall, a very few number of it sticks, and we go up to what's stuck and we paint a bullseye around it. And then we claim victory and we say we hit the bull's eye. Well, one thing I've learned is you can always hit the bullseye if you paint it after you see what's stuck on the wall. So, you know, basically computing power is getting better and faster and much cheaper. And so, you know, with that, you know, that's kind of the - the natural resources, the raw material, the power and technology, and then it's just, kind of, imagination. I mean, you know, who would have thought, well, I'm friends with Dave Winer and Dave Winer was intimately involved with the creation of blogging and podcasting and RSS. And it's you know, people may look back and say, OK, so this person invented this and it was at this date, you know, etc., etc. But that's not how it goes.

I mean, so basically people, they get a technology and they say, you know, OK, so now computers are talking to each other. Wouldn't it be interesting if they could do this and somebody else would be working on a parallel process and, you know, and somebody at MIT or somebody in Oxford and it's very hard to predict because there is no sort of direct line from here or there. It's fits and starts. And it's a lot like evolution, if you ask me. I mean, it is a form of evolution. I don't you know, unless you believe God created the Earth and you know everything in seven days, it's hard to predict how we went from protozoa to, you know, Stephen Hawking and Stephen Wolfram.

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BH: So what do you think the key trends are going to be for technology in the future? Do you think it's going to be around health care, transport?

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GK: Well, generally, technology and power is just going to get better, faster and cheaper. There's no question, right. Moore's Law on steroids, there's no question that's going to happen. And then given those factors, it's kind of up to the imagination of two people in a garage, two people in a spare bedroom, two people in a dorm. And I don't think that, you know, you and I sitting here can

predict what ideas somebody is going to come up with in four years, maybe even in four months in a dorm and where we're first going to be skeptical when we hear about it and we say it's never going to work and then it's going to work and we're going to look back and say, why didn't we invest? And now we're such dumb asses. So, you know, maybe what I've said so far is disappointing to you because you thought, like, I'm so smart, I'm going to tell you the future and how exactly it's going to shake out. And, you know, I'm just visionary, but I don't want to burst your bubble, I mean, yeah, in my experience in high tech, there's only been a couple real visionaries. One, of course, is Steve Jobs. And I would also say that Elon Musk is probably the closest thing we have to another Steve Jobs. Although, you know, I, I just don't get Elon and his whole cyber currency thing, I mean, like, you know, that's a whole 'nother subject, right? So depending on what emoji Elon Musk uses, Bitcoin goes up or down. Go figure. I mean I mean, just who would have predicted that?

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BH: Whoever was looking at the cash kitty at Tesla at the time would have predicted that.

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GK: Yeah. I guess, you know, would we have taken that seriously? No way. No way. So I guess, you know, I don't want to seem chicken, and I don't want to seem like I'm punting, although maybe punting is a bad word, because in the UK, punting is going down the river on a boat. But in the United States, punting is the concept that in football, you know, you get four downs to make the next milestone. So you get another four downs. And if you don't are close, you punt the ball, you kick the ball to the other team. And then it's like, I just need to explain punting because people are going to say, what is he talking about? He spent too much time in Cambridge.

So I guess I'm just trying to communicate the fact that no one really knows the future. And if anybody does tell you they know it, then that person is probably delusional. But the good side of this is that, you know, two people in a garage, two people in a bedroom, two people in the dorm, they can still dent the universe because nobody can predict what's happening. That is a beautiful thing.

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BH: And do you think the pandemic, which obviously everyone around the world has had, has had months to think about new ideas or maybe many more people will be focusing on health care solutions and health care technology? Do you think the pandemic is probably, I don't want to make it commercial or anything, but do you think it's kind of helped innovation or do you think that the communication aspects has actually made it more difficult?

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GK: You know, other than in Florida and Texas and maybe 10 Downing? I think that when we look back, the pandemic is going to be one of the biggest influences in technology and modernization and revolutionary change ever in the history of man. You know, you could make the case there was sort of the industrial revolution, you know, steam engine, electricity, etc, etc. Now, those are primarily positive, right? Those were empowering technologies. But I think the pandemic has forced such a reorientation of everybody's mind that it's going to create changes totally unforeseen.

And if you had told me that, you know, Guy Kawasaki would not fly for a year and a half, I would have told you, yeah, maybe when I'm in a hospice, but as long as I'm reasonably mobile and I'll be flying all the time. I have not gotten on an airplane in 16 or 18 months. And if somebody had told me that no one would be going to school for 18 months and that all classes would be virtual, I

would have told you you're crazy. Now, the question that I think that an entrepreneur or an innovator should ask is seeing the data, seeing the trends, taking your best guess, using your vision. Therefore, what? You know, people can't fly for 18 months. Therefore, what? There are no in-person meetings and conventions. Therefore, what? Kids aren't going to school for 18 months. Therefore, what? And that leads to market opportunities. And I'll use a more positive example and historical if you were to look back and you say, all right, so 15 years ago or whenever it was some people came to the realisation that there would be cell phones, cell phones would have cameras, what a concept.

Cell phones would have cameras and they would be obviously on a data network so people could take pictures and then share these pictures. Therefore, what? Therefore, everybody becomes a photographer. Therefore, what? Why don't we create a site where people can share pictures? What do you think we should call this? How about Instagram? Huh, you would have created Instagram. And so I think that's how great changes are made, that entrepreneurs ask a very simple question based on the data, the trends, whatever their predictions, and they ask "Therefore, what?" and they go create whatever they come up with,

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BH: Which leads us nicely to our company, Endava, so we're an I.T. services company developing software for companies in various industries around the globe. So if there was one piece of advice that you'd like to give us in regards to staying innovative, what would that be? Would you say just always ask the simple questions?

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GK: Well, I would, I would give you two things. One is, yes, ask that simple question, "Therefore, what?" You know, I think, for example. Just in the past couple of days, so, you know, really this kind of cyber terrorism holding a company ransom has just leapt to the top of awareness, right. So the kind of company you are, you have to ask yourself, well, now that everybody's scared that they're going to get ransomware and someone is going to call you up and say you can't log into your Macintosh unless you pay me one hundred thousand dollars. Therefore, what? You know, your company's stock and we captured all your data. Therefore, what? The other thing the other way is working backwards as opposed to forwards.

And so for me, working backwards means that rather than starting from the current capabilities of your company and the current things that you make and sell. That's working forwards, working backwards means you start from the customer and you see what they need and you work backwards from that to make your product and service match what they want to do as opposed to what you can or are currently doing. And I'll give you a negative example of this. So I learned an earth shattering fact a couple of years ago that Kodak invented the digital camera. And to this day, I still have trouble wrapping my mind around that, like Kodak invented the digital camera. How many of us use a Kodak digital camera today? Zero.

And so they invented it, but they have absolutely been passed by. And so how did that happen? And I think it's because they always worked forwards, they said we're Kodak, we know how to make chemicals. We know how to put those chemicals on paper and film, and we're going to sell this to people. If they worked backwards, they would have said so, you know, the people who are currently buying our chemicals on film and paper, what are they doing with it? They're preserving memories. So we are in the fundamental business of preserving memories, not shipping chemicals. And so if you work backwards from the customer, you say, OK, customers want to preserve memories. Right now, they're preserving memories with chemicals on paper and film. But how can they preserve memories better? Oh, my God. Wouldn't it be better if there was a digital

camera or you could instantly look at your photo, you could share that photo, you could enhance that photo, you wouldn't have to take it to get developed. We wouldn't have to make all these chemicals. They wouldn't have to, you know, pollute the earth, etc, etc. So if Kodak had worked backwards, they would be probably the combination of Canon, Nikon and Fuji right now. Instead, they're like dust on the side of the road.

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BH: But it's always very difficult for companies to keep up to date with the next generation of technology. And all you need to do is just look at the top companies in The Footsie or the Dow Jones from 20 years ago, 50 years ago, and compare because the only companies that are still around are some of the banks and the alcohol companies and other than that – and if you think about it alcohol hasn't really changed very much, banks I'll reserve judgment on. But if you look at car companies and airlines, etc, they've struggled with the next pace of how market trends have changed.

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GK: Yeah, well, really, that that's why it's easier to be the guest on a podcast than the CEO of a company, because you and I could tell everybody how to do things optimally. But if we had to go, or at least speaking for myself, if we had to actually do that, that's quite a different challenge. Right. So and I think that the - ironically, the more successful financially that a company is, the more difficult it is to embrace change, because to sort of rationalize what happened at Kodak, I mean, can you imagine that engineer going in to his boss saying, “Hey, boss, I figured out a way that people don't have to buy film anymore. Can you imagine?” “Yeah, I can imagine. We'll be broke. So go back into the lab and figure out how to put more chemicals on paper and film. Don't be showing me this digital camera thing.”

So, you know that - listen, if it weren't for Elon Musk and Tesla, do you think that any car manufacturer in the world today would be making an electric car? I don't. I think Tesla single handedly forced them to do it. And so, you know, I mean, can you imagine an engineer inside an existing car company going to his boss saying, “listen, you know, we should not be burning internal combustion? You know, we shouldn't have fuels like this. It should be electric. The electricity is so much more efficient. We can use, you know, natural resources to generate the electricity, blah, blah, blah, blah. Right. So, you know, we got to stop engine development and we have to start motor development and battery development.” Can you imagine that conversation taking place in GM? I mean...

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BH: Yeah, would be a very brave person, but -

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GK: Well, it would be an unemployed person!

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BH: Guy, thank you so much for joining us on Tech Reimagined and the chance to have these interesting conversations today. To all of our listeners, thank you for joining us on season two. Don't forget to subscribe and please tune in next week for another episode on our podcast. We promise to make even more exciting conversations. Thank you.