

"A game changer."

Dr Tasha Eurich, *New York Times*
bestselling author of *Insight* and
Bankable Leadership

DEEP HUMAN

Practical Superskills for a Future of Success

**CRYSTAL LIM-LANGE
DR GREGOR LIM-LANGE**

ADVANCE PRAISE FOR *DEEP HUMAN*

“The five Deep Human superskills are beautifully detailed, with real-life examples so that the reader is able to easily relate to them and can immediately start to adopt these in their daily lives... Leaders who want to create a high-performance culture will not want to miss *Deep Human*.”

Chng Sok Hui, chief financial officer of DBS Bank

“Crystal and Greg blend the latest research, and their unique and diverse experience with pragmatic advice on how each of us can lead a more meaningful and successful life, even as the world around us becomes increasingly demanding.”

Loren I. Shuster, chief people officer at The LEGO Group

“Crystal and Greg’s book describes what lies ahead for future generations and the skill set required to thrive facing the unknown. Inspirational. (The future is already here).”

Volker Krohn, director of Hoffman Centre Australia/Singapore

“Crystal and Greg’s engaging book makes the case for ‘doubling down on human skills’ in a very enjoyable read. The examples and exercises bring concepts to life and cover the ‘so what’ aspect that many books miss.”

Elaine Yew, senior partner and global co-head of Leadership Advisory Practice, Egon Zehnder

“Crystal and Greg, through their years of experience in helping people future-proof themselves, illustrate how each of us can grow habits today to make us better Deep Humans right now.”

Michelle Cheo, chief executive of Mewah Group

“Greg and Crystal...not only select five essential ‘Deep Human superskills’ through years of professional experience, but also explain how to learn them, in what order and for what purpose. At the end, the book delivers the simple, but often forgotten, recipe to thrive in the world of the Fourth Industrial Revolution: be more human not less.”

**Francesco Mancini, associate dean and co-director
(Executive Education) of Lee Kuan Yew School of
Public Policy, National University of Singapore**

“Crystal and Greg are the rare combination of Eastern and Western cultures, corporate leadership and psychology academic experience, masculine and feminine perspectives. I loved how they combined their talents to produce this powerful and fascinating take on living successfully in the modern world.”

**James Tutton, co-founder and director of
Smiling Mind, director of Neometro**

“Crystal and Greg have a talent for making extremely complicated subjects come across as easy to understand. An entertaining, thoughtful and practical book, this is the missing manual we all need for the Fourth Industrial Revolution.”

**Patrick Grove, Group CEO of Catcha Group,
chairman and co-founder of iflix**

“In the age of robots, AI and exponential technologies, we cannot afford to merely become like robots; we need to reconnect to our humanity and become Deep Humans. This book adds much to this important conversation and is a must read in this newly emerging world.”

Benjamin Butler, futurist and founder of Emerging Future Institute

“Crystal and Greg have the gift of making the complex simple, understandable and relatable... *Deep Human* is a refreshing way to navigating the workplace (and life) more skilfully while also integrating scientific data and facts that support the whole person approach that the world has been waiting for.”

Michelle L. Maldonado, president and CEO of Lucencia

“I love the idea of advancing our Deep Human superskills to keep pace with the Deep Technology that humanity is developing. Crystal and Greg do a great job articulating the need for more social emotional intelligence in the future of work. Read this like your life depends on it, because it does.”

**Chade-Meng Tan, Google pioneer, New York Times
bestselling author of *Search Inside Yourself*, co-founder
of Search Inside Yourself Leadership Institute**

“*Deep Human* is a game changer for anyone who is serious about personal growth, development and positive change.”

**Dr Tasha Eurich, New York Times bestselling author
of *Insight and Bankable Leadership***

“Crystal and Gregor are pioneers of innovative, effective methods in social-emotional learning, leadership and positive neuroplasticity. With great personal integrity, they have a deep commitment to the lasting welfare of others.”

**Rick Hanson, PhD, New York Times bestselling author of
*Hardwiring Happiness, Buddha's Brain and Resilient***

“Crystal and Greg are perhaps one of the most powerful proponents of what it takes to make our students and hence universities produce Future Ready Graduates. They bring to us cutting-edge research and practice which make you want to disrupt what you have today and change, before we become obsolete.”

Dr Pradeep Nair, deputy vice-chancellor at Taylor’s University

SUPERHUMAN

Practical Superskills
for a Future of Success

CRYSTAL LIM-LANGE
DR GREGOR LIM-LANGE



EPIGRAM
SINGAPORE · LONDON

For Florence, Finn and Dylan

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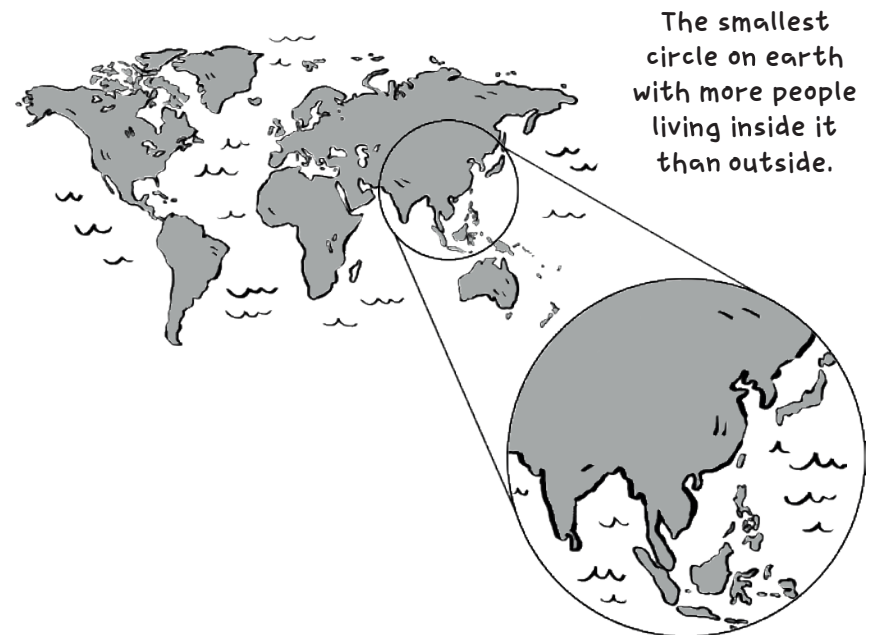
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INTRODUCTION

OUR BRAVE NEW FUTURE

Where on earth is the smallest circle with more people living inside it than outside?

Danny Quah, a Singapore professor, worked out the answer to that question in 2015: he identified a three-dimensional circle that contains only about one-sixth of the world's land mass and that centres on Southeast Asia.



Near the heart of this circle of overflowing humanity lies the island of Singapore.

Six million inhabitants live on this tiny patch of a country, just 50 square miles in size, one-quarter of it man-made, the work of an army of engineers, bulldozers and vast quantities of sand.

In just one generation marked by warp-speed development, Singapore transformed from a malarial Third World island to become the fourth-largest financial centre in the world, and the most expensive city to live in.

This accomplishment is even more stunning when you consider that the country was by far the smallest in Southeast Asia and devoid of any natural resources or land reserves.

This achievement was largely because of a mercurial, ambitious leader: Prime Minister Lee Kuan Yew. Henry Kissinger wrote of him, “His vision was of a state that would not simply survive, but prevail by excelling. Superior intelligence, discipline, and ingenuity would substitute for resources... The Singapore of today is his testament.”

One of Lee Kuan Yew’s greatest legacies was to instill in Singaporeans a relentless obsession with staying ahead and developing their talent. In countless speeches over the course of his three decades as the Prime Minister, Lee Kuan Yew warned of the dangers of sitting still and exhorted Singaporeans to work harder, study more, keep a keen eye on the global competition and never ever rest on their laurels.

“What I fear is complacency. When things always become better, people tend to want more for less work,” he said in 1970.

Today, Lee’s messages live on. When you land at Changi Airport, you get a sense of Singapore’s obsession with the future even before you venture out of the terminal. A gigantic 10-storey indoor

waterfall, the tallest in the world, greets you while kinetic sculptures float overhead. Kids queue to whiz down a massive slide connecting four floors. A thousand species of butterflies are carefully curated for your viewing pleasure in the butterfly garden. The airport itself is a mission statement in action, making it clear even to those who are just passing through: innovation happens here.

Back in 2015, at the same time Professor Danny Quah was exploring the question of the world’s most populous circle, senior leaders in government were worrying about whether Singapore’s workforce was truly future-ready. The first signs of trouble in paradise had started to surface.

Against a backdrop of automation and technological advancements, the landscape of jobs was starting to become severely disrupted by new business models and competitors. Just like what was happening in modern economies everywhere else in the world, Singapore’s biggest property companies were battling against Airbnb and co-working start-ups. Its biggest transport companies were dealing with the likes of Uber. Retailers on the iconic luxury shopping boulevard Orchard Road were closing their stores, having had their business eroded by consumers going online.

Not content to sit by idly, the government announced a new S\$1 billion (US\$730 million) a year initiative called SkillsFuture, a movement to promote learning new skills and providing career guidance. Every Singaporean aged 25 or above would receive S\$500 (US\$370) to spend on learning new skills.

The government also issued a warning.

“As new technologies come on board, many of the intelligent functions, predictive functions, repetitive functions...(such as) recording, filing, documenting, data collection can be automated. Once that happens, a lot of the jobs will disappear,” said Senior

Minister of State (Trade and Industry and National Development) Lee Yi Shyan.

In the world of academia, educators watched these developments with trepidation as well. Although Singapore had always prided itself on topping the global education rankings, the age-old focus on academic excellence as the best way to prepare the youth for their working lives no longer seemed like the recipe for success in this new era of disruption.

Employers had started to complain that students were too “book smart” and unable to function in the new hypercompetitive environment of uncertainty and volatility. Students started clamoring for more support in finding meaningful jobs.

Colleges and higher education institutions took notice and started to double-down their efforts in career guidance. The National University of Singapore (NUS), Asia’s top university at the time, created the Centre for Future-ready Graduates, an institution charged with preparing the university’s 38,000 students to succeed in this brave, new and fast-moving landscape. To put this in perspective, in 2015, the student intake at NUS comprised 15 per cent of the country’s entire birth cohort, which meant that whatever policies were enacted at a university level also had a significant impact on the nation’s youth.

The centre’s newly appointed director was an unusual character in the university’s senior management scene. While most of her peers were professors or veterans in the education sector, she had no more than a bachelor’s degree in law and a diverse background that spanned investment banking and finance, executive search, agriculture and entrepreneurship. In her job interview with university senior management, she asked: “What does ‘future-ready’ mean?”, only to be told: “That’s your job to find out”.

And so, that’s what the authors of this book—Crystal, the then-director of the Centre for Future-ready Graduates, and Greg, the psychology academic she recruited to the cause—set out to do.

For Crystal, that meant first embarking on a listening tour. During 2015, she spoke to hundreds of employers, university alumni and industry leaders, asking them questions like:

- “What does future-ready mean?”
- “What do you need to stay relevant in an uncertain future?”
- “What skills are becoming more important to you and your sector?”

What she heard surprised her.

“Future-ready to me is about mindset. Embrace change and invest in your own learning and your own growth. Remember that whatever you’ve learned is going to become obsolete very quickly,” said the chief financial officer of a regional bank.

“What does the future look like? From my perspective, the world is becoming hypercompetitive. We’re looking at a lot of uncertainty around the world, we’re also looking at a lot of ambiguity. I think soft skills are extremely important and I cannot overemphasise that,” said a managing director of a global engineering firm.

“It used to be the case that you could get a job without needing to have soft skills and pick all of them up while you worked. But now if you don’t have relevant soft skills, you won’t even get your first job,” said a chief of human resources.

Over and over again, Crystal heard feedback that employers were looking for social emotional competencies. Those were skills that had never been more important in the workplace, and had never been as hard to find in hires.

She interviewed and surveyed more than 300 employers and found that the particular competencies that were becoming more important were those that were never traditionally taught in schools. These were uniquely human qualities such as curiosity, empathy, resilience, entrepreneurial thinking, insight and emotional sensing, coupled with the all-important ability to have a flexible growth mindset to embrace change and learning.

Now, this would have been an easy solution if students could have been channelled to courses that taught them how to develop these “future-ready skills”, as Crystal had taken to referring to them. But there were no such “future-proofing” courses on mindset change and social emotional competencies in the university world.

So the solution was to build one from scratch.

The big idea was to create a large-scale module that could teach 7,000 students a year the social emotional competencies that would prepare them for the future, and to lay the foundations of healthy mindsets and beliefs.

Crystal named the module *Roots & Wings*, after a saying, “There are two things children should get from their parents: roots and wings”, popularly attributed to Goethe.

To her, “Roots” stood for the questions of “Who am I? What are my strengths, values and developmental areas?” and “Wings” stood for the question of “How can I best engage with the world and contribute?”

In October 2015, within a couple of months from the initial proposal, funding of S\$10 million (US\$7.4 million) was secured, and the university had approved a headcount of 51 staff members for her team.

Everyone seemed to be onboard with this future-proofing endeavour. Crystal had promised senior management that the

programme would start running in January, in just over two months’ time.

There was just one problem. The curriculum hadn’t been written yet.

Oh, and there were no teachers.

On a sunny Thursday afternoon in October, Crystal found herself navigating the dimly lit, sickly-pink rabbit warren of the psychology department, clutching a slip of paper with directions on it.

After several wrong turns and enlisting the help of a couple of quizzical-looking academics who were perturbed to find a new face in their neck of the woods, Crystal finally arrived at the office of Dr Gregor Lange, an expert in mindfulness and clinical psychology who had developed the mindful psychology module at the university.

A skinny German academic almost buried behind stacks of books, Greg listened patiently as Crystal described the grand venture that she was on seeking to future-proof the youth of Singapore.

She talked about the feedback from employers and the startling new environment of the “VUCA world”. Greg’s eyes seemed to glaze over.

Just then, Crystal remembered that Dr Greg was interested in mindfulness.

“You could teach mindfulness as well! I firmly believe that’s the foundation for all of the social emotional intelligence work that we are looking to do.”

Suddenly his face perked up.

“I have a crazy dream,” Greg mused thoughtfully, eyes shining. “I’ve always wanted to write a mindfulness course textbook and have that distributed to...maybe 300 students every year.”

“That’s great. You’ve got 3,000 students and you start next week,” said Crystal, texting his details to her team.

Over the next two months, we along with a rapidly-assembled team of psychologists scrambled to develop the world’s first large-scale future-proofing initiative.

With a camera, tripod and tape recorder, we travelled around the world, interviewing thought leaders such as Professor Carol Dweck, who pioneered growth mindset theory; Dr Dan Siegel, who was an early advocate of neuroscience and brain training; Dr Rick Hanson, a positive psychology and neuroscience expert; Professor Rich Feller, an authority in career education and counselling; and real-world leadership experts like Chade-Meng Tan, who had developed Google’s tremendously popular in-house mindfulness and social emotional leadership programme, Search Inside Yourself.

All this collected wisdom was edited and integrated into Roots & Wings, and augmented with research from the fields of psychology, neuroscience and leadership.

While the curriculum was being built, the team grappled with the logistics of enrolling thousands of students into a single module. The team hunted for venues large enough to hold the classes. Crystal begged the Registrar’s Office to help her team figure out the enrolment system. The classes were so large that traffic management was a problem and the university bus routes had to be amended to cope with the volume of students anticipated to travel to Roots & Wings.

Finally, the fateful day came in mid-January 2016.

Our first class of 120 students shuffled into a beautifully-lit dance atelier with wooden floors, a soaring ceiling and walls of glass overlooking the university green.

Uplifting dance music was being spun by the team’s resident DJ, who doubled as the Roots & Wings programme administrator.

Students fiddled with their nametags and were directed to sit on floor cushions next to strangers from other faculties.

Everyone was curious about this odd new workshop that was like no class they had ever been to.

Backstage, Greg was pacing about, rehearsing his lines. Crystal ran over with a microphone.

“We’re going to start in one minute,” she said.

“Great. I won’t need a mike,” he replied, seeing the microphone in her hand.

“Are you sure? People in the back won’t hear you,” Crystal said.

“Nah, I’ll be fine.” Greg grinned confidently.

And then the first workshop started. Some parts worked well. Students loved the little videos that interspersed the teaching. They also liked the interactive segments when they were put in groups of three or four to share their hopes and dreams. But other parts didn’t work so well. Greg’s voice got lost in the cavernous room, and every time he turned in one direction, the other half of the audience couldn’t hear what he was saying. Some heads were nodding off at the back of the room.

“I think we should try doing the next workshop together—with the microphones,” Crystal said to Greg in a take-no-prisoners tone.

Greg had reservations about having a new co-facilitator but decided to hold his tongue in the interests of self-preservation. To the surprise of everyone, the next workshop was remarkably different.

Greg’s deep psychology expertise was interwoven with Crystal’s practical examples of how these skills could be used in the workplace. Psychological theories were brought to life by anecdotes

of overcoming challenges in the real world. Mindfulness exercises were accompanied by troubleshooting advice and tips on how to incorporate micro-practices in the midst of a busy day.

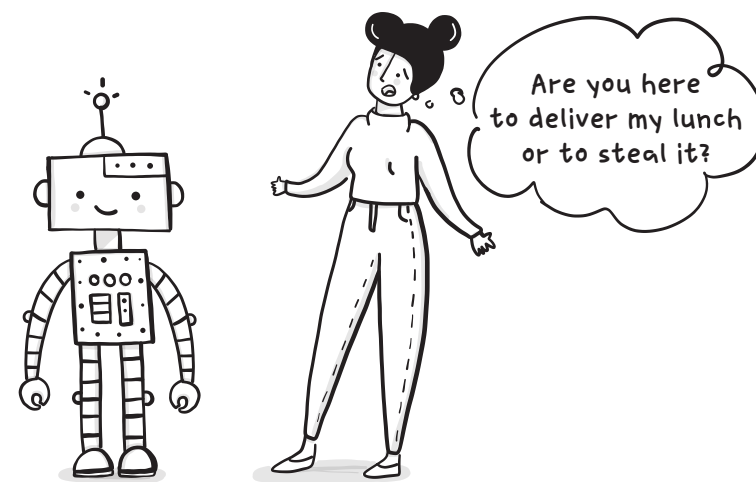
Even though Crystal and Greg had never worked with each other, her diverse corporate leadership experience and clarity of communication coupled with his thoughtful psychological perspective, research experience, and ability to make it safe for students to share vulnerable stories made for a powerful combination.

The feedback from the workshop was overwhelmingly positive, and within the first month, the deans of other faculties such as medicine, dentistry and public policy, which had not been involved in the first run, had written to ask that their students be included as well. Over the years, we went on to consult and train universities, corporations and government bodies around the world, from San Francisco to Kuala Lumpur, Hong Kong to Copenhagen, Manila to Kazakhstan.

Our audiences told us that they wanted to learn more from us, but many didn't have the time or the resources to attend our courses in person. So we wrote this book with the busy working person in mind, and it focuses on a tightly edited list of the most powerful and relevant "Deep Human" superskills which form the basis of success and happiness in the modern world.

In this brave new world of disruption and constant change, most of the old rules and mindsets we've learned at school or from others no longer hold true.

We are now living in what the experts call the Fourth Industrial Revolution, in which artificial intelligence (AI), automation and robotics will change our lives just as the discovery of electricity had shaped every modern human's life.



Perhaps all you're noticing at the moment are subtle signs, like more automated gantries at the airport and fewer humans at supermarket checkouts. But as you're reading this, firms around the world are rolling out machine-learning software and automation strategies that will "relieve" humans of routine tasks—and it isn't just the low-paying jobs at risk. Traditional "prestigious" jobs are coming under fire as well.

In its 2017 report, the consultancy McKinsey estimated that 60 per cent of Wall Street jobs would be significantly impacted by artificial intelligence and machine-learning software that mimics human intelligence. Over in the medical sector, we are looking at the prospect of "doctorless" hospitals within the next few years, with robots already being widely used in operating theatres around the world. It's already impossible for any doctor, no matter how experienced, to carry in her or his memory the vast amount of data that a computer can access and analyse for diagnoses. In the field of law, a couple of decades ago, clients

would have to pay a lawyer thousands of dollars to review a stack of documents manually, but now technology does much of that work at a fraction of the cost and time.

The career landscape is so unpredictable and fast-changing that the majority of children in primary school today will end up in jobs that don't even exist now—new jobs that we can't even imagine in our wildest dreams.

If you're entering the workforce now, you're going to live longer than any generation before (upwards of one hundred years old), work for longer and go through multiple transformations in your working life.

No matter what career you choose, you'll need the psychological flexibility and capacity to deal with all of this rapid change. You'll need to continually tune into the new environment, cope with its demands, and keep learning and reinventing yourself.

Gone are the days when your learning ended along with the toss of your mortarboard at your graduation. Get used to the idea that what you've learned will become continually obsolete.

Despite all the technological advances ahead of us, we believe there will always be areas where humans have an advantage. Humans are wired to crave trust and the deep connection we get from other humans. We can be creative and connect the dots between seemingly disconnected pieces of information. We can sense ourselves, others and situations using our intuition and emotional intelligence. In this book, we choose to focus on these powerful and relevant social emotional capabilities that we call Deep Human. (As co-authors, we will often make reference to a particular story that may have been experienced by only one of us without specifying which of us is speaking, this is in the interest of a smoother reading experience.)

What you will learn are the very same concepts that we teach every day in future-ready leadership programmes, which companies pay hundreds of thousands of dollars for. They will enable you to develop your awareness, master your emotions, form deep, authentic relationships, communicate with clarity and unlock your fullest potential. We look forward to seeing how you use them to change your world.

CHAPTER 1

DISRUPTION

I remember watching the 70s sci-fi cartoon *The Jetsons* when I was a kid, and dreaming of what lay ahead of me. In that happy technicolour vision of the future, families flew around in bubble-domed spaceships, breakfast was delivered via a vending machine, and every middle-class household had a friendly housekeeper robot who cleaned and baked cakes cheerfully. Back then, I thought robots and artificial intelligence (AI) were going to work for us and enable us to live a leisurely utopia. But instead, adults have never been as stressed at work, nor worried as much about work-life balance. In fact, the World Health Organisation has now formally recognised burnout as an official occupational phenomenon.

The media is rife with news of disruptions, jobs being displaced or lost due to automation and AI, well-established companies that have vanished seemingly overnight due to new competition and so on. And all of this news feeds and breeds anxiety and concern over what the future actually holds for us. Will we still be relevant in the workplace? Will the robots be friend or foe?

Today's largest media company, Facebook, creates no content. The world's biggest accommodation provider, Airbnb, owns no property. Our old assumptions are being swept away by global

revolutions we could never have predicted, and much of what kids learn today is likely to be irrelevant by the time they graduate. On top of this, the World Economic Forum has predicted that the average employee in the workplace will need an extra 101 days of retraining and upskilling in the period up to 2022.

All this rapid change is hard to process. The speed with which we must absorb, process and adapt is far beyond what humanity has ever dealt with before, and our poor brains are struggling to catch up—evolution takes thousands of years, after all. Fear adds another layer of complexity—each of us has an inbuilt survival mechanism to be averse to change.

For centuries, humans have been fearful of the new. Ages ago, “new” could very easily mean “you’re dead”, if it showed up as a new predator, a new rival or a new disease. In more recent history, “new” is still a threat. For instance, during the Industrial Revolution, weavers rioted against the newly invented power loom, an automated technology that threatened to leave them jobless. However, what happened next was most unexpected.

Instead of making weavers obsolete, the new machines increased consumer demand and created a new fashion industry that caters to people who could suddenly afford to own multiple outfits instead of having to wear the same few items until they wore out. The factories needed *more* people: those who could work the machines and those who could do what the machines could not. By the end of the century, there were about four times as many factory weavers as at the time of the riots.

The transition wasn’t easy for the weavers, though. They had to learn new skills, unlearn old habits and adapt to working alongside the new technology—and stop smashing machines, of course! Today, we use the term “luddite” to refer to someone who fears

new technology—the origin of that word comes from that group of protesting weavers, who were led by a Mr Luddite. And like the weavers, we are also facing a steep technology adoption curve. In what many consider to be the Fourth Industrial Revolution—the age of artificial intelligence, digitisation and disruptive technology—all of us will have to learn new skills and mindsets.

We know the robots are coming for our jobs—not just the mindless, repetitive ones—and have already seen this transition in certain fields, such as recruitment, personalised healthcare and AI-powered education.

What we don’t know is where and how this shift will continue. When all the chips land, will there be fewer bank tellers and lawyers needed because of AI and robots? More? It’s too early to say.

Experts are divided. Some argue that fewer humans will be required to do the same work, leading to high unemployment and underemployment rates and widening the enormous gap between rich and poor. Others argue that cheaper services may encourage a higher demand in certain sectors, or that AI may lead to more job creation. And Elon Musk is placing his bets on humanity needing a universal basic income when artificial intelligence takes over. In short, the experts agree on only two things:

**No one can predict the future and
the world is getting more VUCA.**

When we started talking about disruption a few years ago, not many people had heard of the acronym VUCA, which a handful of business leaders and futurists were using to describe the landscape ahead. VUCA stands for four challenges: volatility, uncertainty, complexity and ambiguity.

The acronym was first coined by the US military to describe operations following the end of the Cold War, but now this term has become commonplace in the business world as companies struggle to compete in a fast-changing marketplace. Whether we're talking about our workplace, our political landscape or our relationships with one another, our lives are becoming more VUCA by the day.

Whether you refer to the challenging future ahead as VUCA (as we will), or as a disruption or the Fourth Industrial Revolution, we're all talking about the same thing: a climate in which the rate of change is increasing exponentially. Smashing the machines is not an option this time.

But instead of viewing technology as our competition, we believe that AI and robotics will actually liberate us from the mundane and mechanistic tasks.

What are the safe jobs in the future?

In 2018, renowned AI expert Kai-Fu Lee proposed that the jobs of the future that will be done by AI are the ones that are "optimisation-based", whose core tasks involve solving problems involving data and/or the ones which require low levels of emotional intelligence and compassion. For instance, truck driving, dishwashing or low-level translation work.

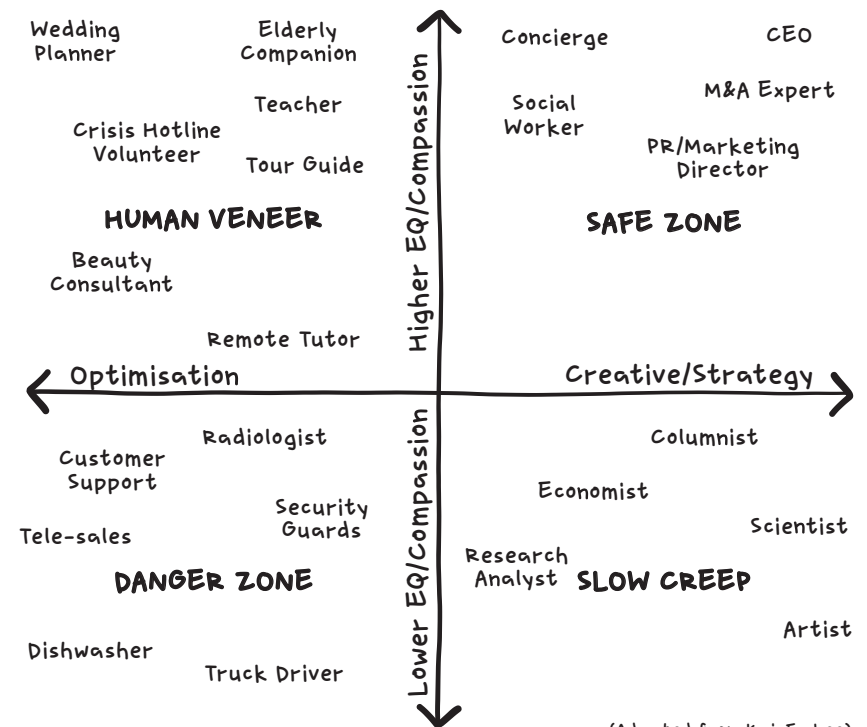
The jobs that are safe, Kai-Fu proposed, are the ones that rely on creativity and strategy and/or are "social" jobs requiring a high level of emotional intelligence and compassion.

In Kai-Fu Lee's theory, jobs requiring creativity, strategy and emotional intelligence are considered the "safe zone", which is where humans will always be needed. Jobs in this area include social workers or CEOs.

Jobs requiring emotional intelligence but are optimisation-based will be performed by a "Human Veneer", where the computational work will be done by machines but humans will act as a social interface for customers, leading to a symbiotic relationship between humans and machines. For instance, bartending or being a medical caregiver.

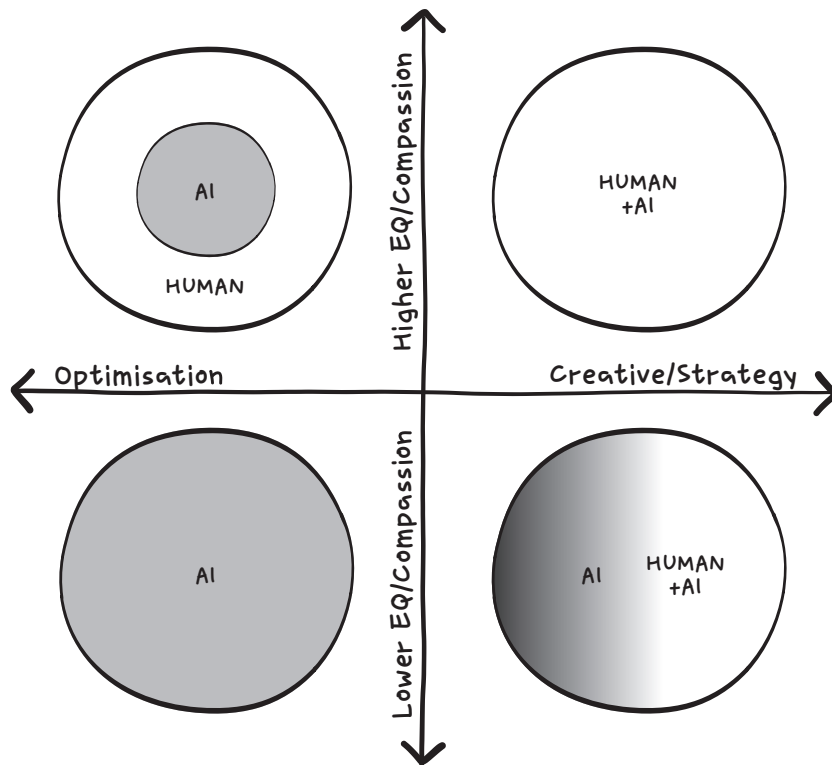
Jobs requiring creativity or strategy, but not social-emotional intelligence are designated as the "Slow Creep" sector, where AI will slowly replace humans as machines get better at creativity and adaptation. Examples are entry-level graphic designers or junior research analysts.

The sector that is most at risk includes jobs that require neither creativity and strategy, nor social emotional intelligence, identified



(Adapted from Kai-Fu Lee)

THE FOCUS OF JOBS OF THE FUTURE



(Adapted from Kai-Fu Lee)

as the “Danger Zone”, which are at immediate risk of replacement now, such as security guards or telemarketers.

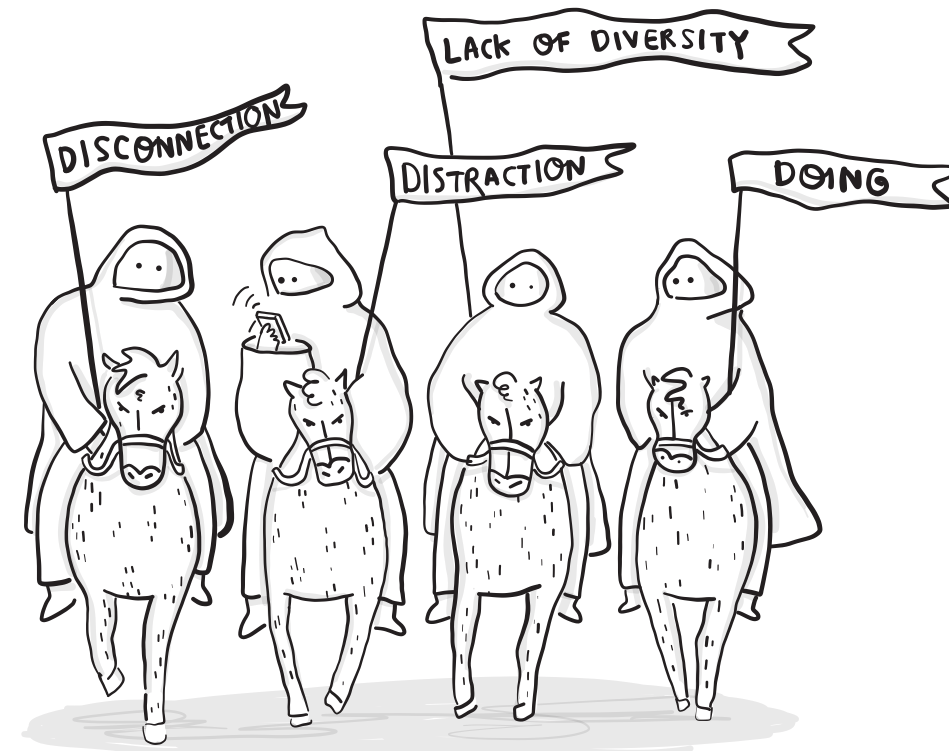
We agree with Kai-Fu, and believe that our best strategy for thriving is to focus on our fundamental human-ness. This is the heart of our “Deep Human” approach—to strengthen and refine the skills that we have a unique advantage in.

Instead of trying to compete with machines and artificial intelligence using our minds’ computational power, we now have an amazing opportunity to focus on unleashing the unparalleled power of our emotional intelligence, gut intuition and spiritual wisdom.

Each of the Deep Human superskills we will teach you in this book will help you to become more self aware, which is the basis of becoming a better learner. After all, the ultimate aim is to become better at learning to adapt to a fast-changing world.

But before we get to the prescription, let’s zoom out to understand the challenges of the VUCA world.

In the future, no longer are your biggest threats likely to be snakes, tigers or epidemics, but what we call the four Ds: distraction, disconnection, (lack of) diversity and doing.



ABOUT THE AUTHORS

Crystal Lim-Lange is an expert on future-readiness, an education pioneer and a public speaker on the global stage. She is the CEO of Forest Wolf, a future-readiness consultancy, and Strategic Advisor to Minerva Project, one of the most innovative universities globally. Prior to Forest Wolf, Crystal was the founding Director of the National University of Singapore's Centre for Future-ready Graduates, where she implemented innovative large-scale future-ready skills programmes which have prepared over 15,000 youth for a rapidly changing world. Today, Crystal travels around the world advising corporate and government bodies on how best to prepare for the future and is passionate about shifting consciousness. Crystal also writes for Channel NewsAsia on careers, talent development and life skills.



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Chade-Meng Tan, Google pioneer and *New York Times* bestselling author of *Search Inside Yourself*

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