

TERENCE MAURI

**THE
UPSIDE
OF
DISRUPTION**

**THE PATH TO LEADING AND
THRIVING IN THE UNKNOWN**



WILEY

Praise for *The Upside of Disruption*

“Breakthrough thinking to unlock huge potential.”

—**Chris Barton,**
Founder of Shazam

“Terence Mauri’s work is always required reading for all who know the value of great leadership. This book is no exception. It is a game changer.”

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“Terence’s work captures the opportunities of change by replacing fear with hope, uncertainty with certainty, ambivalence with action, and doubt with confidence; all of which are more needed today than ever!”

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Ross School of Business University of Michigan

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“Buckle up! The Upside of Disruption will take you and your mindset for a ride as Terence presents new ways of thinking, doing, and believing.”

—**Grace Chen,**
Quantic School of Business and Technology

“A timely book that helps us understand the true value of disruptive ideas.”

—**Tomas Chamorro-Premuzic,**
Professor of Business Psychology at UCL and Columbia

“Navigating uncertainty has become business-as-usual, and despite the human instinct to seek stability, leaders and companies need to demonstrate curiosity and courage and decide on strategies where the outcome is not always predictable. Terence Mauri is a great change-maker and thought-provoker who gets us all to embrace change. The Upside of Disruption is a great guide to that mindset.”

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Nordic CEO, Deloitte

“The Upside of Disruption: A wake-up call from the future. It’s up to us to act now.”

—Yannick Theler,
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“A new book by Terence Mauri is a fresh boost to my ideas and understanding. It is disruptive in an entirely good way. He is in a class of his own when narrating the future of leadership.”

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and author of Working Assumptions

“With The Upside of Disruption, Terence Mauri shows that a new age of business requires a new approach to leadership. To understand the new era, read this book.”

—Richard Straub,
Founder and President,
Global Peter Drucker Forum

“Terence’s book is a laser-sharp read, designed to captivate you into the agility journey!”

—Dr. Mark Esposito,
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and Professor of Economics,
Strategy, and Foresights at
Hult International Business School

“In this world of perpetual transformation often accelerated by uncertainty and disruption, this vital book is your companion for action. Read it and act on it!”

—**Tahirou Assane Oumarou**,
Director of Brightline at PMI

“As change will be the new normal, we need to get comfortable with constant change and the unknown to be healthy and successful. Terence’s bold vision of ‘the upside of disruption’ is a blueprint for agility and adaptability.”

—**Marga Hoek**,
Author of *Tech for Good: Solving the
World’s Greatest Challenges*

“This much-needed book is brimming with insights, especially in what is at the core of ALL change – the right mindset. Tools and tech certainly enable or ignite change, but none will be used to its advantage without our approach, attitude, and vision.”

—**Abigail Posner**,
Director, Creative Works at Google

“This is the book every leader needs to read. Embracing disruption rather than combatting it. In one word: ‘Brilliant!’

—**Friederike Fabritius**,
Neuroscientist and
Wall Street Journal bestselling author

“It’s an essential read! Rigorously researched and powerfully imagined, Terence Mauri has masterfully provided a comprehensive, insightful, and intellectually stimulating formula for thriving in the unknown. In these disruptive times, business leaders can gain a competitive edge by turning risks into opportunities. Don’t head into the future without The Upside of Disruption.”

—**Frank-Jürgen Richter**,
Founder and Chairman, Horasis

“A must-read for those who want to become future fit leaders today!”

—Steve Hamilton,
Partner & Chief Coaching Officer,
The Henka Institute

“Many talk about adapting to change, but few can succinctly capture the why and how. Terence Mauri does both in this groundbreaking new book, which is a must-read for innovative leaders.”

—Ruchika Tulshyan,
author of *Inclusion on Purpose*

“Brimming with insights, The Upside of Disruption shows us that successful adaptation isn’t just about tech and trends, it’s about mindsets.”

—Dan Cable,
author of *Alive at Work: The Neuroscience of
Helping Your People Love What They Do*

“In an era of disruption, adapting is the only viable strategy. Terence Mauri explains how to do exactly that in this wonderful book!”

—Greg Satell,
Co-founder of ChangeOS and Wharton Business School lecturer

“Leaders need to seek out fresh perspectives and embrace new mindsets to thrive in the future. Terence Mauri shows you how. The Upside of Disruption proposes an urgent agenda of actions leaders must take to turn uncertainty into action.”

—Kaihan Krippendorff,
Founder of Outthinker Networks; bestselling
author of *Driving Innovation from Within*

“From dislocated supply chains to financial crises, geopolitical shifts to wars and pandemics, uncertainty is today’s only business certainty. But as Terence Mauri reminds us in this important book, it isn’t all doom and gloom. Silver linings and tailwinds exist for those prepared to seize the opportunities and manage the

threats. Brimming with insights, The Upside of Disruption is an indispensable guide to surviving and thriving in our new topsy-turvy reality.”

—Des Dearlove,
Co-founder of Thinkers50

“A playbook to turn disruption into action, drive strategy, and elevate your talent and leadership.”

—Peter Fisk,
Academic Director of IE Business School
and Founder of GeniusWorks

“What if we re-frame disruption as a real possibility to reinvent ourselves? Terence Mauri’s new book provides a compelling framework with storytelling that will help you see the opportunities unfolding here and now in front of us. Not to be missed.”

—Paolo Gallo,
author and former Chief Human Resources
Officer at the World Economic Forum

“Disruption is ubiquitous and affects everyone with unseen speed. Leaders who believe they should not learn and unlearn will soon find themselves at an irreversible disadvantage. The Upside of Disruption, therefore, is indispensable for leaders who want to own the future!”

—Katja Schipperheijn,
Founder of Habit Improvement

“Adaptation is how we have always survived. Mauri gives us all a vision of something greater than simple survival. By changing our mindsets, we change the game and can pre-adapt our thinking to the future, allowing us to scale a bolder, brighter, better future for all.”

—Dr. Rebecca Heiss,
CEO and Founder of Icueity

“This inspiring book is just like Terence’s inspiring keynotes, filled with innovative ideas, brilliant insights, and a clear road map for charting the future. Terence has an incredible ability to empower people to take action by dramatically changing how they think about the future and their role in it.”

—Derek Sweeney,
Founder of The Sweeney Agency

“The Upside of Disruption underscores a vital truth: in our turbulent world, not taking a risk is the greatest risk. Terence Mauri compellingly argues that while technology and choices will continue to define our future, leaders require a new return-on-intelligence way of thinking. This book boldly delivers on that need.”

—Dan Pontefract,
Thinkers50 Radar, and author of
Work-Life Bloom

“In a World of Change, this new guide is invaluable in helping you shift your mindset and thrive in the future.”

—Scott Newton,
Managing Partner,
Thinking Dimensions

“A timely must-read for leaders!”

—Dainius Baltrusaitis,
CEO and Founder of Confinn Europe

“Timely book. The AI revolution has just started . . . things are getting uncomfortable for those who cannot navigate change. Massive disruption is happening across industries. At the Museum of Failure, we have an entire section on companies and innovations that failed to adapt to new realities. Want to avoid ending up in my museum? Read. This. Book. Period.”

—Samuel West,
Founder of the Museum of Failure

“Terence Mauri’s The Upside of Disruption masterfully transforms the chaos of change into a landscape of opportunity. It’s a brave wake-up call for leaders eager to navigate the new with agility and foresight.”

—Benjamin Laker,
author and Professor of Leadership and
Director of Impact and Global Engagement
at Henley Business School

“It’s a thought-provoking guide for leaders to transform disruption into strategic courage and navigate the unknown with adaptability, boldness, and a winning mindset.”

—Artur Smejls,
Founder of Everyday Development

“Extreme times are also extreme catalyzers of inner strength and determination. The Upside of Disruption walks with you into the unknown and illuminates a way forward through actions that fire you up to succeed, not despite adversity, but, in fact, because of it.”

—E. Elisabet Lahti, Ph.D.,
Founder of Sisu Lab, Author of
Gentle Power: A Revolution in How We Think,
Lead and Succeed Using the Finnish Art of Sisu

“Terence Mauri’s The Upside of Disruption is an indispensable guide for leaders seeking to transform disruption into opportunity. Terence doesn’t just understand the dynamics of change; he translates it into actionable strategies that empower us to lead with agility and confidence. I’ve seen his principles in action, and they are as transformative as they are vital for success in an era that demands adaptability. This book is a catalyst for bold thinking and brave choices, essential for anyone who aspires to shape the future rather than be shaped by it.”

—Rachel Treece,
CEO of Henka Institute

“In the uncharted waters of today’s world, where change is the only constant, one of the biggest mistakes leaders can make is pretending they know more than they do or making decisions relying only on their instinct or previous experience. Leadership is first being, then doing. From my perspective, the cornerstone of being a bold leader is self-awareness, including examining every blind spot, learning about your biases, beliefs, and triggers, and – most importantly – taking responsibility for your BS. A much-needed book for these times.”

—Monique Borst,
CEO, catalyst, strategist, and coach

“It’s easy to feel stuck in the constant uncertainty and complexity of the post-pandemic world. Mauri presents a compelling vision of becoming unstuck. The Upside of Disruption is an indispensable guide to moving forward boldly on a personal and organizational level.”

—Dr. Steven MacGregor,
Author of *Chief Wellbeing Officer* and *The Daily Reset*

THE UPSIDE OF DISRUPTION

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WILEY

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CHAPTER

1

A Wake-up Call from the Future

“You can’t use an old map to explore a new world.”

– Albert Einstein

Not too long ago, I experienced the future by letting a driverless car navigate me through the streets of San Francisco. I was on a business trip and staying at a hotel in downtown Union Square. I’d read a lot about Google’s spin-off Waymo and General Motors’s subsidiary Cruise to operate 24/7 hail-riding services in the city and was curious to test one out. Rumor has it that the cars cost more than \$200,000.00 each and are fitted with hundreds of high sensors and cameras to ensure a safe ride.¹ I didn’t know what to expect and felt nervous, but as somebody who writes and speaks about the future, I always try to embrace new experiences, even life-or-death ones. I first decided to get a coffee for a good dose of courage and opened the Waymo app, just like Uber or Lyft. My destination was a well-known restaurant where San Francisco’s Golden Gate Park meets the Pacific Ocean. I pressed “go,” and a message alerted me that my Waymo ride was on its way and that it would take around nine minutes to arrive outside my hotel. Still drinking my coffee, I followed my ride as it approached the hotel and waited with a mix of fear and excitement. A few moments later, I watched as a gleaming white Jaguar pulled up on the other side of the road with its distinctive Waymo logo on the side.

My first reaction was embarrassment as people nearby started staring at the car, and I was tempted to cancel the ride immediately. The writer Hilary Mantel said, “The question is not who influences you, but which people give you courage.” It takes courage to step into the unknown, but FOMO (Fear of Missing Out) is also a powerful motivator; it is always easier when you don’t overthink.

The ancient Stoics were right. “Do faster than doubt,” I said to myself. As I walked across the road, I could feel my heart racing. I reached for the door handle, but it wouldn’t open. I could feel the stares fixated on my next move. I needed to press the “unlock” button on the app, and the handles came out of the door so I could climb inside. “Hello, Trip,” a voice said through the car’s speakers. “Please don’t touch the steering wheel or pedals during the ride. For any questions, you can find information in the Waymo app, like how we keep our cars safe or clean.” As my ride pulled away, a pedestrian gave the car and me a scared look and said, “WTF.” I felt the same. As the future happens faster than ever, there is fear and excitement, but is enough being done by leaders to seize the future boldly because technology changes quickly, but humans don’t?

“NOBODY KNOWS WHAT’S GOING TO HAPPEN.”

Sam Altman, CEO of OpenAI, has a sign above his desk that reads, “Nobody knows what is going to happen.”² This could be the headline news for leaders today as they grapple with multiplying disruptions in AI, geopolitical risk, wars in Ukraine and the Middle East, talent shortages, and industry convergence. It’s disruption everywhere and all at once and shocks upon shocks. With economic headwinds and tech disruption an everyday reality, we should not waste one of the most significant reframing moments because the future isn’t just about technology and trends. It’s about mindsets and choices, too. Zombie leadership, where dead management ideas live on, and the curse of sameness are seductive leadership biases. Knowing serves us well in a linear, predictable, and stable world. It is radically different today: the compounding effect of extreme disruption, difficult-to-predict challenges,