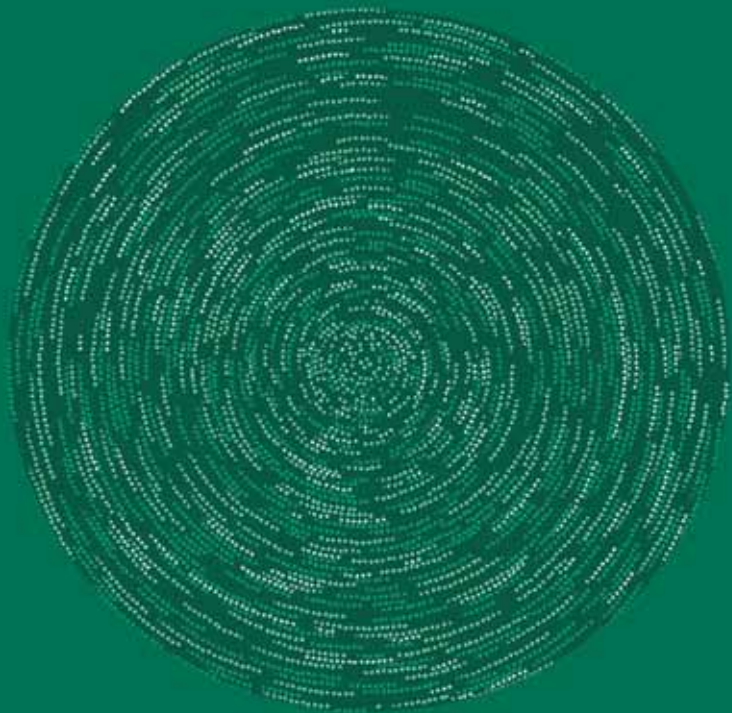



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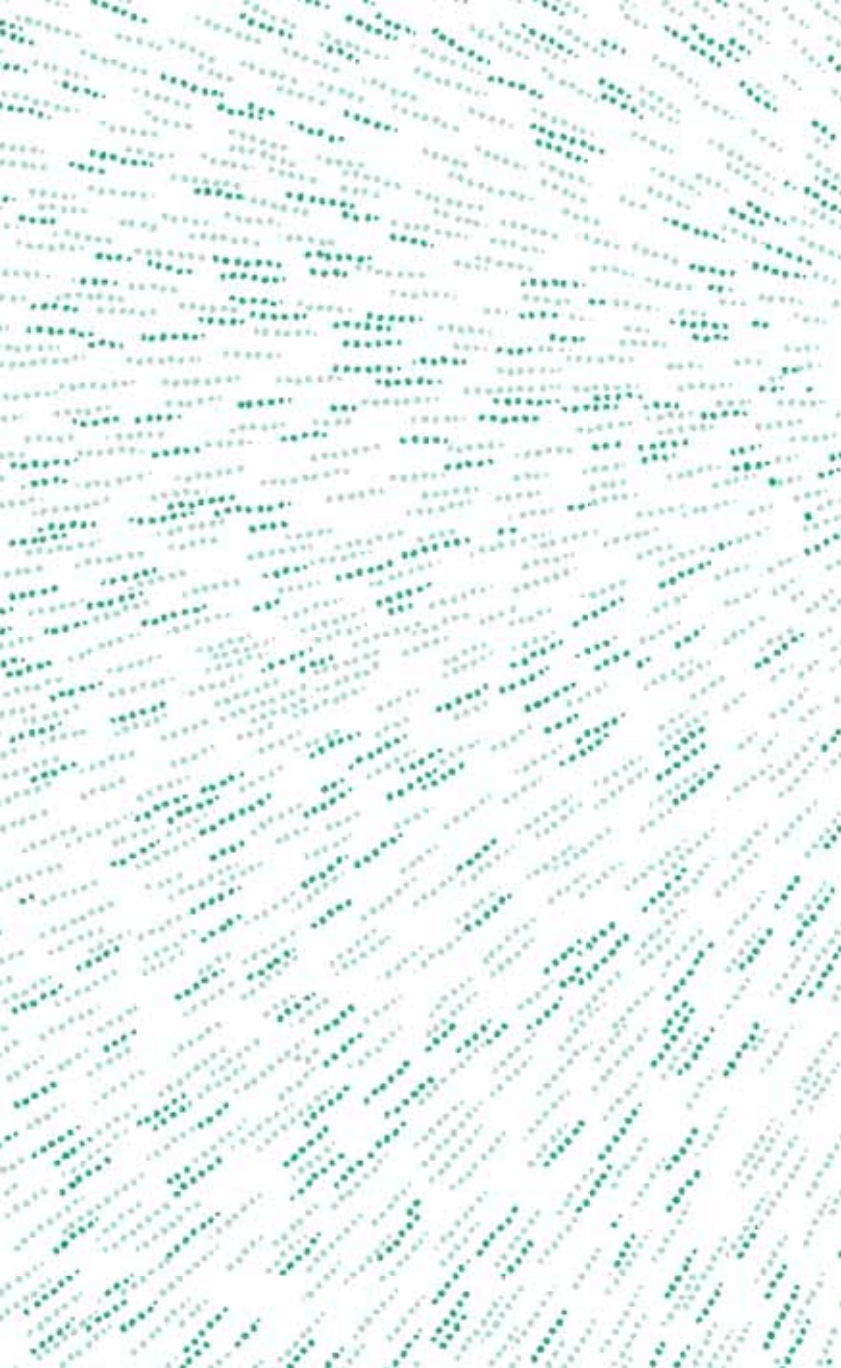
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THINK SPEED

THINK SPEED

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THINK SPEED

THINK SPEED

For

Societal Leaders

The Unreasonable Restless Pioneers

*Who do not accept where we are
Who disagree with the pace of change
Who lead us towards where we all wish to be*

Together.



Contents

Introduction

When change *induces more change*.

Ideas that scale *outpace problems*.

Speed and scale go *hand in glove*.

Simple steps disrupt with speed.

Rapid actions arrest the downslide.

Small if nurtured, *overtakes the big*.

When none solve all, *all solve one*.

Adoption drives further adoption.

Everyone changes *at their own pace*.

Together we speed, divided we stall.

Societal Thinking

Pause to Reflect

Acknowledgements

References

THINK SPEED

Speed

/SPI:D/

SPEED | NOUN

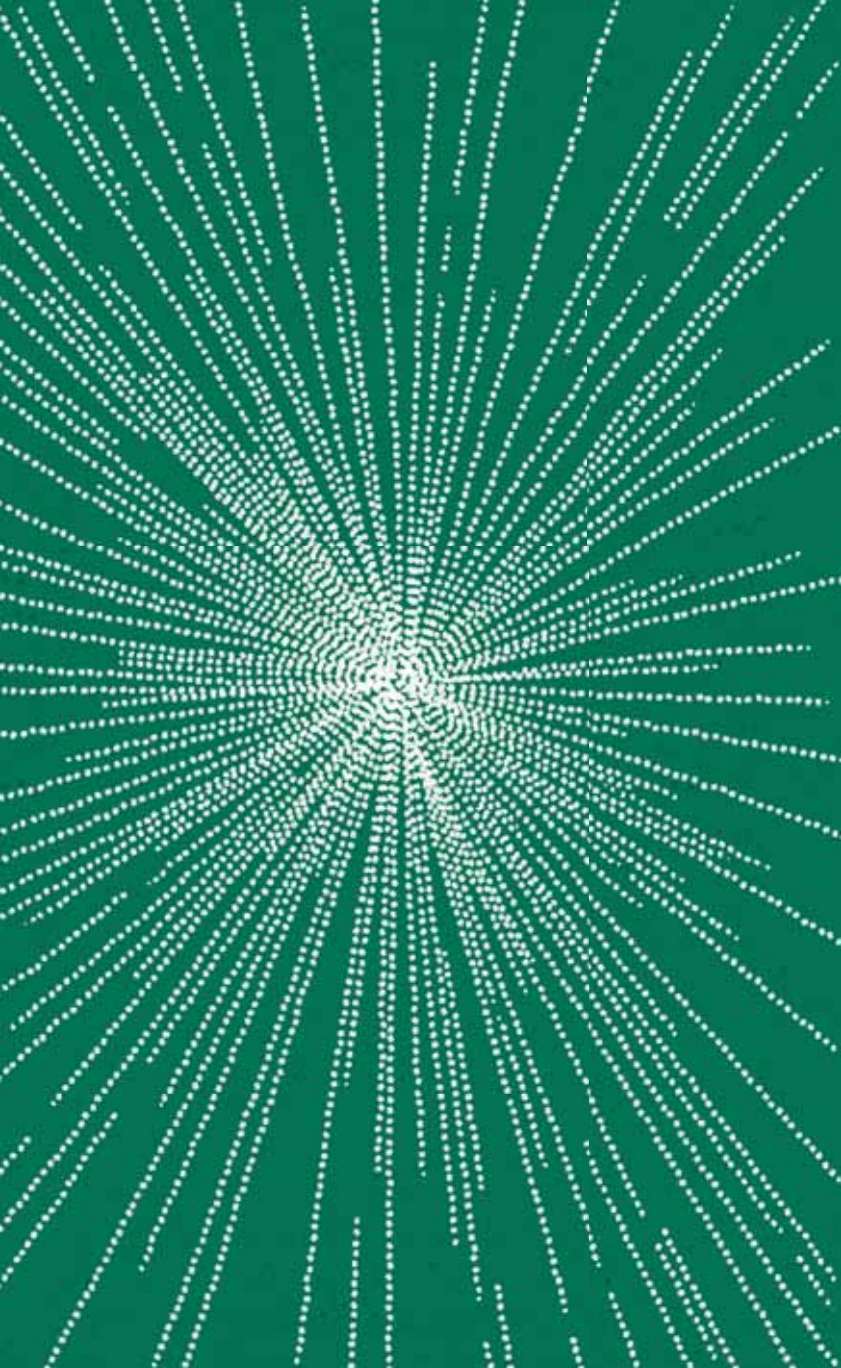
The rate at which someone moves
or something happens.

SPEED | VERB

To move or go, or cause to
move or go, quickly.

SPEED | NOUN

The ratio of distance travelled to the
time it took to do so.



*The greatest shortcoming
of the human race, is our
inability to understand the
exponential function.*

— ALBERT BARTLETT

Introduction

Mother Nature understands the exponential. She knows how to multiply. While we debate if compound interest was invented by the Babylonians or the Sumerians, the exponential carries on, permeating our life. It explains the half-life of radioactive chemicals and patterns of growth prevalent in bacteria. The exponential stormed our daily chatter during the pandemic. Terms like doubling, replication rate (R_0), peaking and flattening joined dinner-table conversations. We felt the impact of an exponential phenomenon. However, our ability to catalyse positive social change with speed, leveraging the exponential, remains limited.

This brings up a few important questions about speed. How much time should it take to double the number of great teachers? Can we double well-functioning hospitals in rural areas in six months? Can we double new jobs fast enough to stem unemployment? How can we respond to the most difficult challenges facing humanity with unprecedented speed? Considering many such daunting questions, we need to think about speed in more ways than we do today and not allow it to be buried under the comfort of what is considered pragmatic. It is time to change our lens.

Think Speed is designed as an opportunity to, well, think. It is a curation of ideas and prompts to provoke reimagination. It does not provide answers, nor could it. You may want to pick it up while designing for speed, thinking about exponential change, or while navigating a difficult uncertainty. Please keep some writing material at hand to capture musings or make a doodle or draw a mind-map.

Before we begin the journey, let us visualise a few other scenarios where this book could be useful. A healthy debate on trade-offs? A workshop to rethink strategy? Conversation starters? A collective reading session? A team game or a collage-making experience? We get infinite possibilities when we combine thinking with reimagination.

I believe that in the midst of the uncertainties unfolding around us, we need to pause for a moment, reimagine how to respond with speed, explore alternatives, and raise the aspiration to move forward on a journey of positive exponential change.

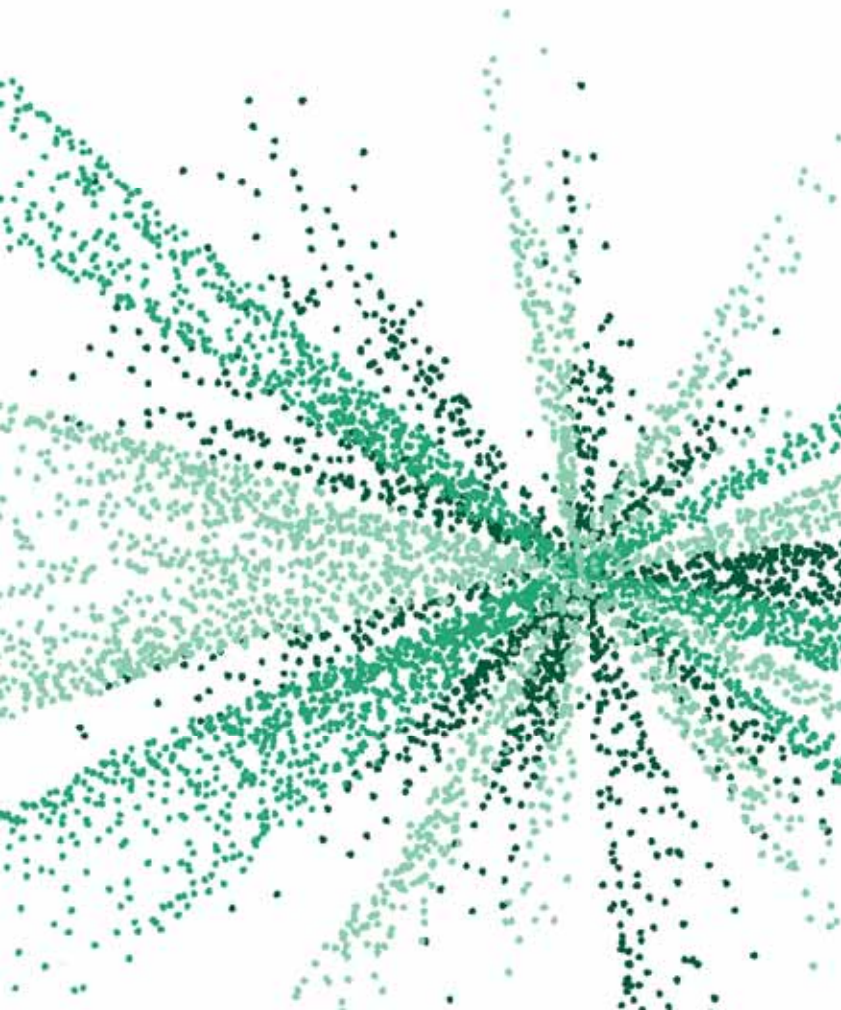
— Sanjay Purohit, Chief Curator, Societal Thinking



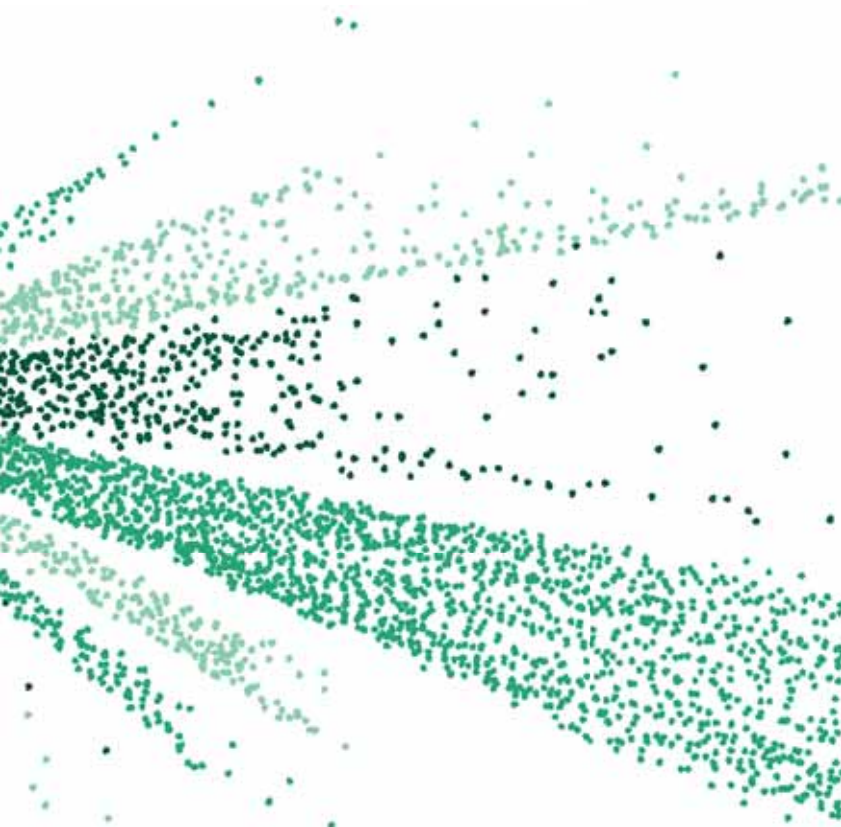


When change
*induces more
change.*

Diverse problems need diverse solutions.
New answers emerge faster as the ability to
change increases.



Financially empowered women exercise their agency to influence further and faster change across their respective communities. Can we co-create relevant financial services with them such that they can create a ripple effect and accelerate change?



With the advent of Gutenberg's press, it became possible to produce the written word at scale. The speed and reliability of the press reduced printing costs enough that many more citizens could afford printed materials. From that point, change came swiftly.

— ROGER MARTIN & SALLY OSBERG

To accelerate a mass movement, design the processes such that the ability to induce change is always open and shared between diverse actors of society.



Change begets change. One way to enable exponential change is to clone the same idea many times over. Another way is to multiply the ability to create new ideas.

The first idea is that human progress is exponential (that is, it expands by repeatedly multiplying by a constant) rather than linear (that is, expanding by repeatedly adding a constant). Linear versus exponential: Linear growth is steady; exponential growth becomes explosive.


— RAY KURZWEIL



Complexity scientists refer to moments of radical change within a system as a 'phase transition'. When liquid water turns into steam, it is the same chemical, yet its behaviour is radically different. Societies too can undergo phase changes. Some moments feel abrupt, discontinuous, world-changing. Think of the arrival of Columbus in the Americas, or the fall of the Berlin Wall. The rapid reorganisation of our society today is just such a moment. A phase transition has been reached, and we are witnessing our systems transforming before our very eyes. Water is becoming steam.

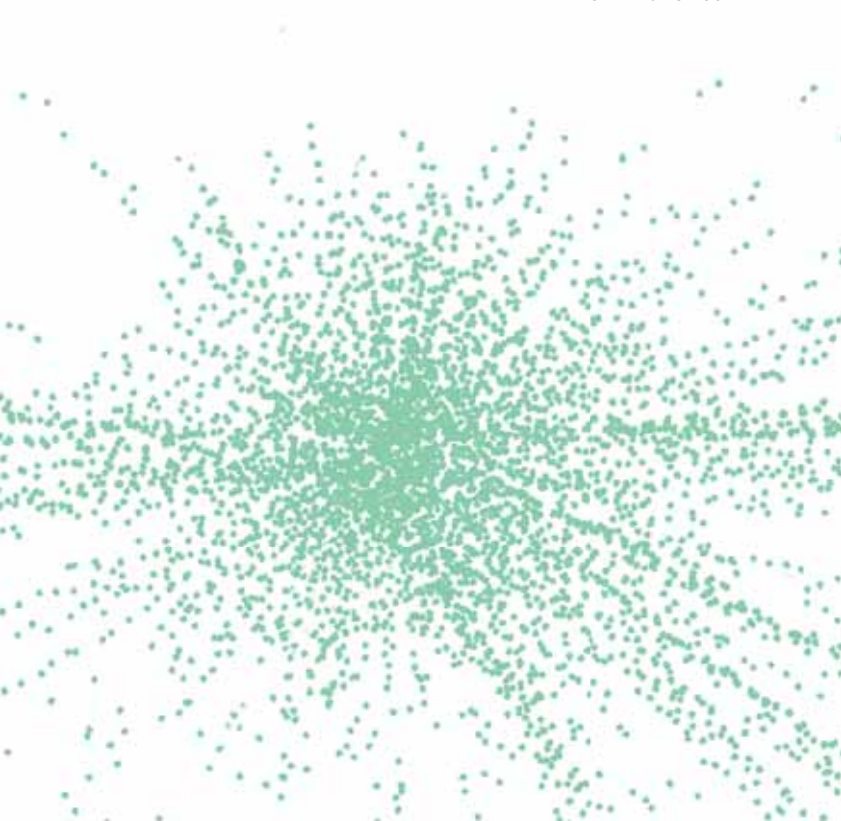
— AZEEM AZHAR

Changing how people perceive their potential changes everything. Enabling more resilient agents of change ensures problems get solved as they emerge.



A movement starts because of the social habits of friendship and the strong ties between close acquaintances. It grows because of the habits of a community, and the weak ties that hold neighbourhoods and clans together. And it endures because a movement's leaders give participants new habits that create a fresh sense of identity and a feeling of ownership.

— CHARLES DUHIGG



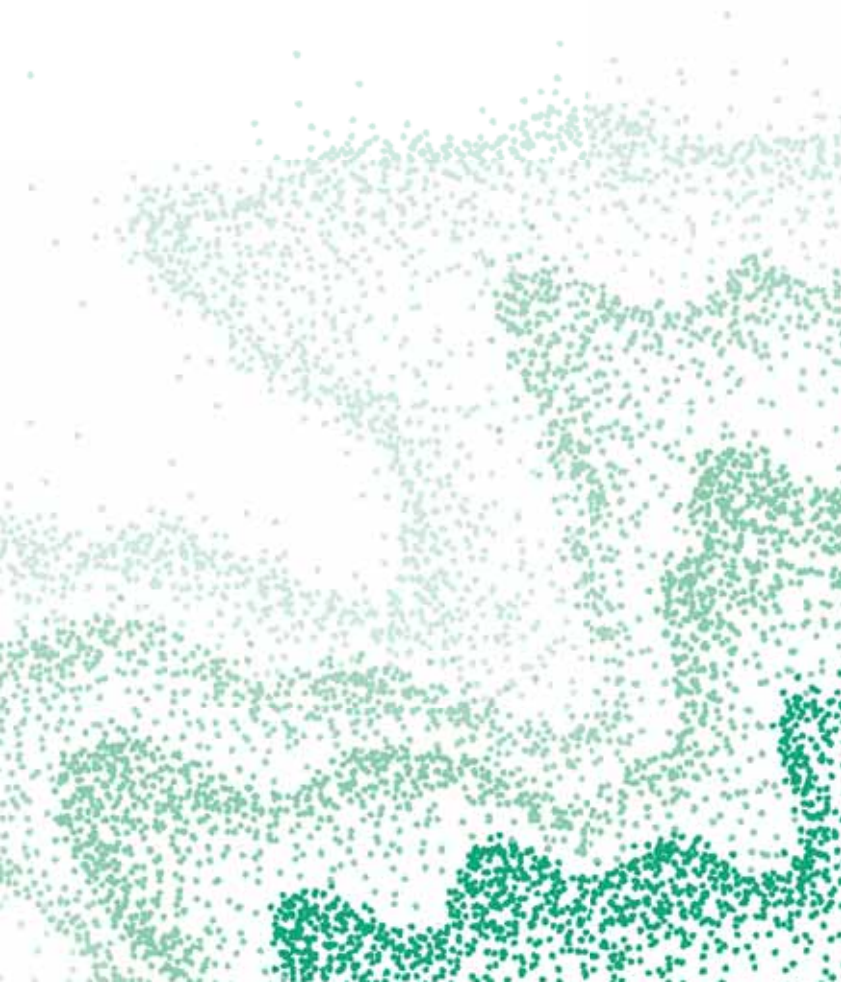
Do not depend on a predefined solution for rapid adoption at scale. Nurture an environment that fosters change relevant to each unique context.

The real legacy of the Internet is not the birth of thousands of new online companies but the transformation of existing businesses. We can see its signature on everything from mom-and-pop stores to large multinational agglomerates.

— ALBERT-LÁSZLÓ BARABÁSI




Micro-improvements triggered by millions of people generate and sustain velocity that far exceeds what a top-down effort can even aim to achieve.



NOTES

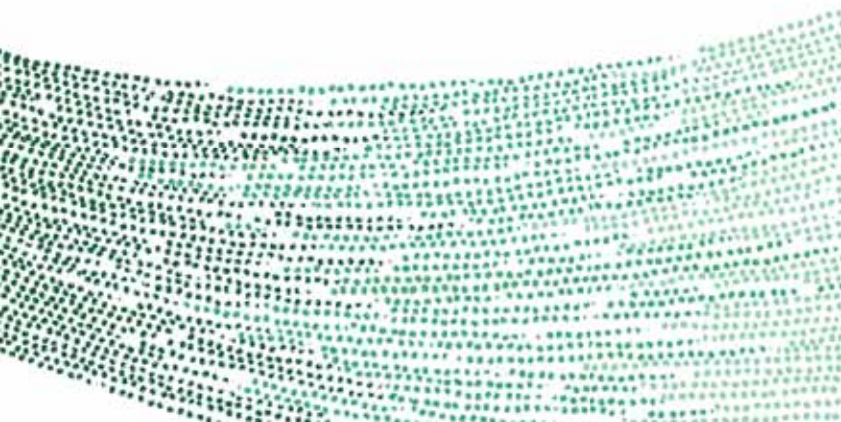
What does speed mean?



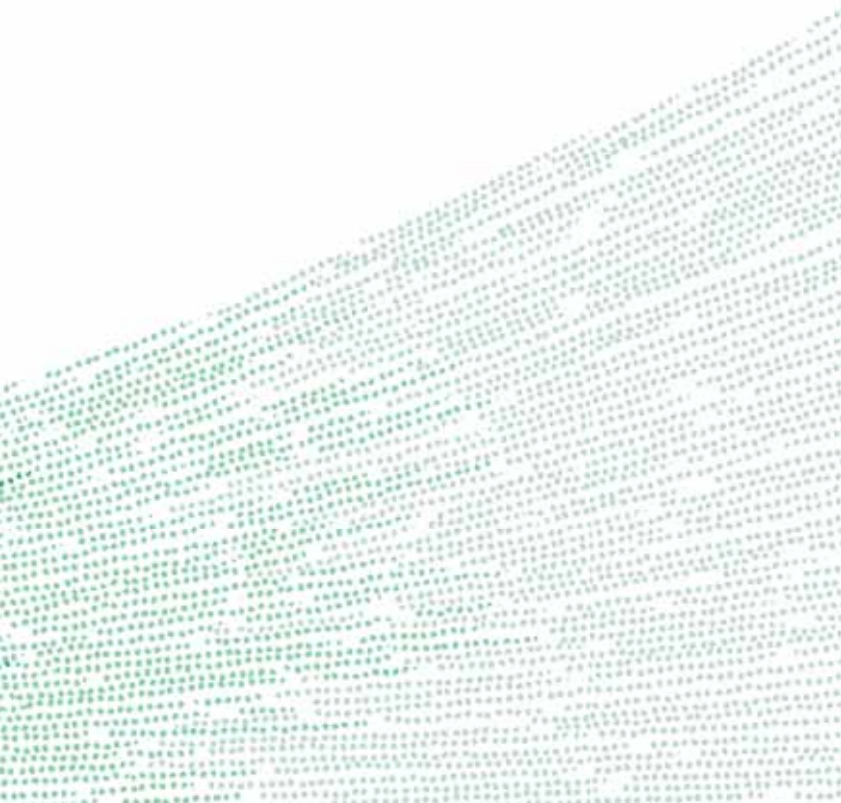


Ideas that
scale *outpace*
problems.

Problems morph fast as people react to daily events. For an idea to stay relevant, it has to anticipate the change.



Schools often operate in a flux as 20% of teachers retire or get reshuffled every year. Can we reduce the time required to recruit new teachers or quickly realign the existing ones to mitigate this recurring risk?



When new ideas are invented, diffused, and adopted or rejected, leading to certain consequences, social change occurs.

— EVERETT ROGERS

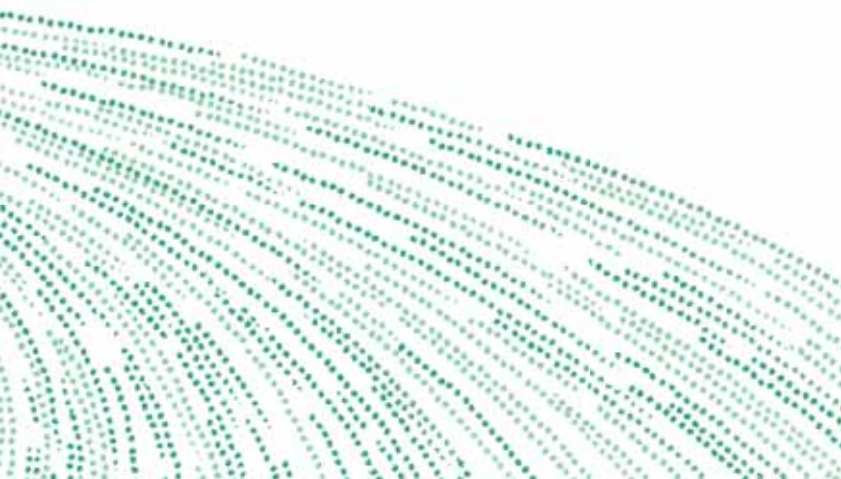
Organisations that grow in size find it harder to realign and stay agile. Ideas that spread wide find it easier to forge new connections and evolve with speed.



In an increasingly digital world, if you don't do large-scale experimentation, in the long term — and in many industries the short term — you're dead. At any one time we're running hundreds, if not thousands, of concurrent experiments, involving millions of visitors.

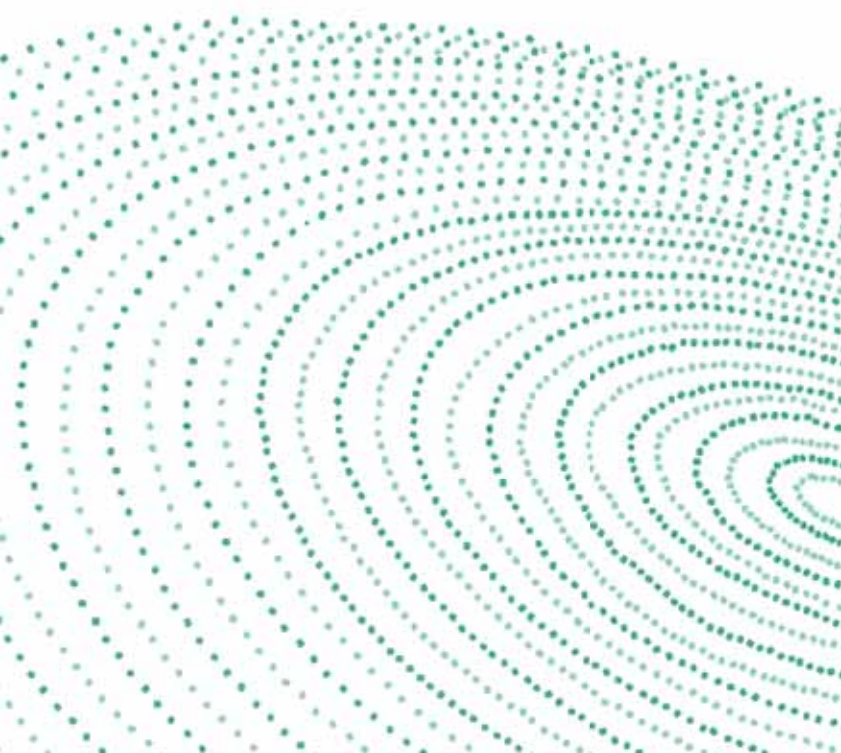
— MARK OKERSTROM

Like Radium, solutions decay, they have a short half-life. Like weeds, problems grow, they have a short doubling-time. New problems need new solutions every day.



So in marked contrast to infrastructure, which scales sub-linearly with population size, socioeconomic quantities — the very essence of a city — scale super-linearly, thereby manifesting systematic increasing returns to scale.

— GEOFFREY WEST



I have nothing new to teach the world. Truth and non-violence are as old as the hills. All I have done is to try experiments in both on as vast a scale as I could.

— MAHATMA GANDHI

It is futile to design a solution for an obsolete problem. We must acknowledge that such a solution will aim to fix a problem that has long mutated. Instead, let us open spaces to co-create with those braving extant problems.



The power of a theory is exactly proportional to the diversity of situations it can explain.

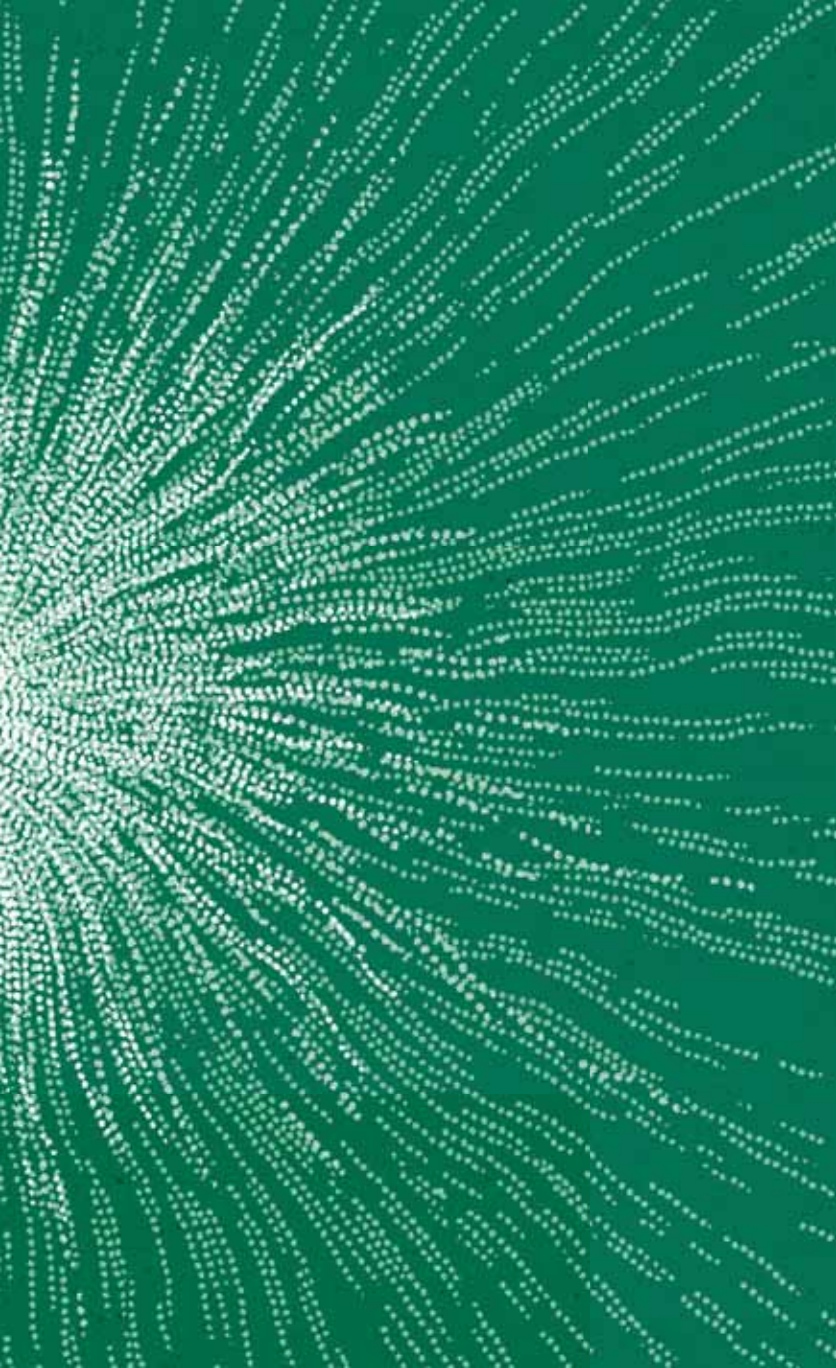
— ELINOR OSTROM

Solutions that must muster resources to grow will face speed bumps. Ideas that leverage the ecosystem will scale.



Solutions are limited by the context for which they are designed. Shared ideas can emerge based on the context in which they are placed.

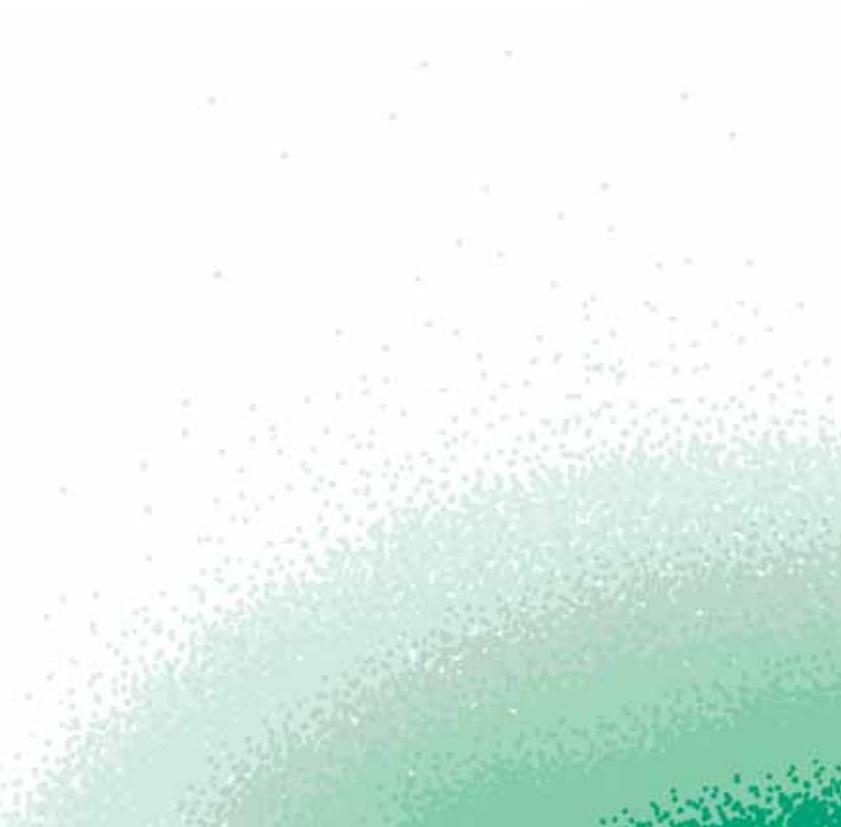






Speed and
scale *go hand
in glove.*

Large problems need to be outpaced. Shifting to a better equilibrium with speed prevents the reversal of progress.



If we rush and clear a small patch of invasive water hyacinths, they grow back. Clearing the whole lake slowly does not help either. Is there a way to clear the entire lake with speed to protect it from weeds?



A change in the equilibrium sustains at scale.
The pace of action plays a catalytic role in breaking
away from the status quo.

*Visit a future-ready organisation and you'll
observe that speed is both a preoccupation and
a cultural bias.*

— AARON DE SMET, CHRIS GAGNON & ELIZABETH MYGATT

Making things more observable makes them easier to imitate, which makes them more likely to become popular. Virality isn't born, it's made.

— JONAH BERGER

Think of plans and services that are larger than your organisation or your reach. The community is, inevitably, larger than your staff, your target audience, etc. So, if you want to be community-driven and operate nimbly, keep your goals big enough to guide you there!

— AMY WARD

We live amid growing challenges. Act before what we wish to change changes unfavourably.



While we have a wide spectrum of available options to address the world's problems, we've mostly confined ourselves to one tiny stretch of the landscape: the zone of response. React, react, react.

— DAN HEATH

Change is uneven when it takes time to spread across a large population. Scale and speed are essential for change to be equitable and seamless.



No change thrives in isolation. At scale, everything is interconnected. Be sensitive to how a quick change in one area causes ripples in others.

While having a perfect model that gives a nearly perfect picture of that predestined future would be great, I don't expect my model to come close to that. My goal is simply to have a crude yet evolving model that gives me a leg up relative to the competition and relative to the position I would be in if I didn't have the model.

— RAY DALIO

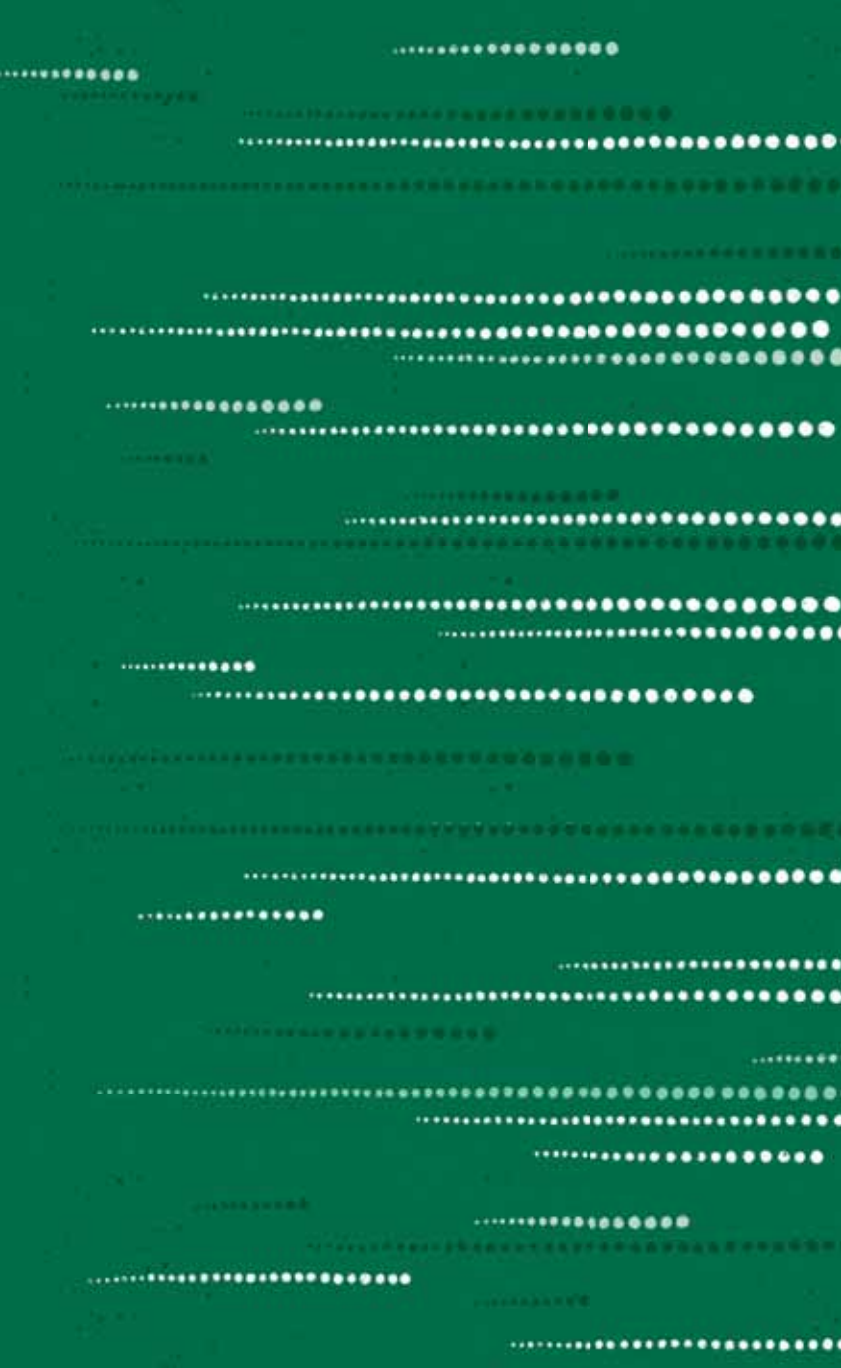


The diversity, density and colour of a dense forest inspires awe. We never see the soil, the shared foundation, on which this wonder thrives.



NOTES

What are some current speed bumps?





Simple
steps disrupt
with speed.

Large improvements often begin small. As a simple change triggers more and more change, it gains speed with time.



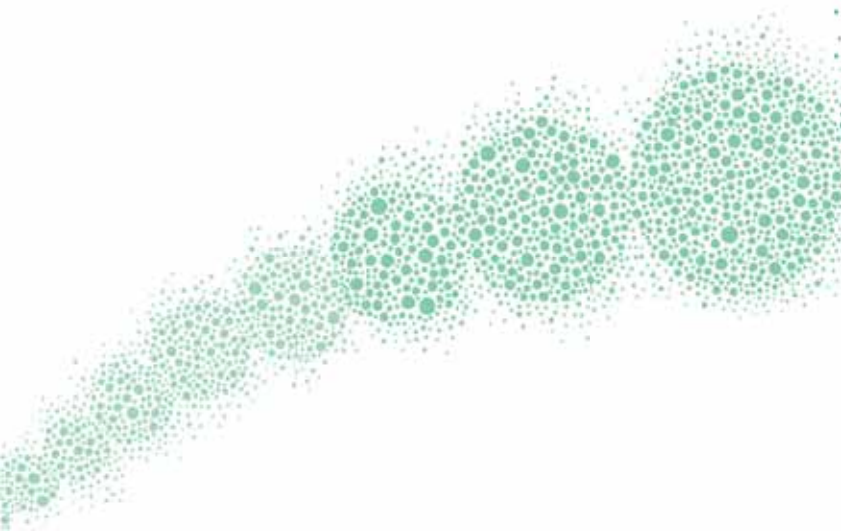
Farmers get overwhelmed with generic expert advice about how to improve yield. Can each farmer publish data about their farm that experts can use to filter and give relevant and actionable advice?



If you add only a little to a little and do this often, soon that little will become great.

— HESIOD

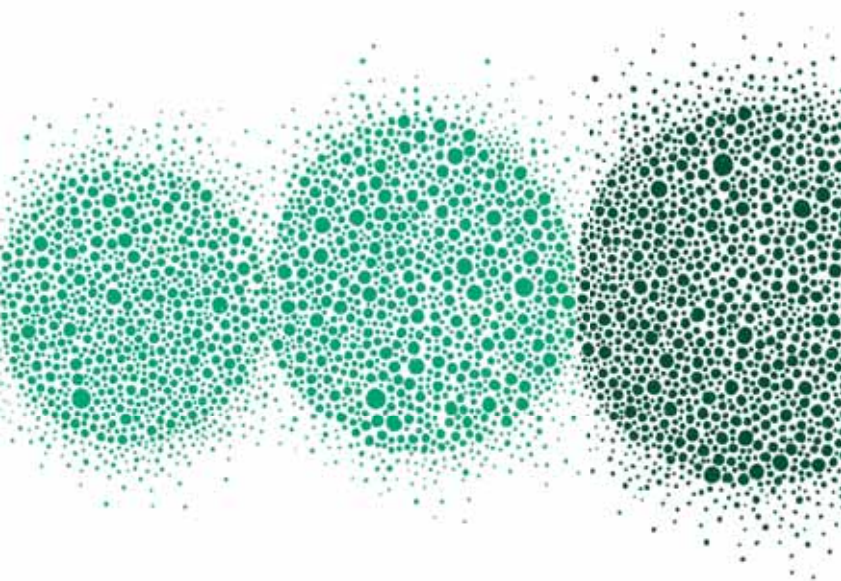
Ideas destined for scale begin small. Acorns that can be carried by squirrels grow to be oak trees once they take root.



It is hard to fathom the impact of an idea if it doubles annually. Two years before 1 million people benefit from an idea, it would benefit only 250,000.

Defining moments rewire our understanding of ourselves or the world. In a few seconds or minutes, we realise something that might influence our lives for decades.

— CHIP HEATH & DAN HEATH



It's not the big things that add up in the end; it's the hundreds, thousands, or millions of little things that separate the ordinary from the extraordinary.

— DARREN HARDY



Simple change can thrive with the latent agency and limited capacity of all people. In turn, it reinforces agency and improves capacity for more change.

To go faster we can add energy, do fewer things, or reduce friction. A race car is similar. To make it go faster you can reduce weight, increase power, or reduce drag. Racing resets everyone after each race. We don't. Small initial advantages compound into big ones.

— SHANE PARRISH



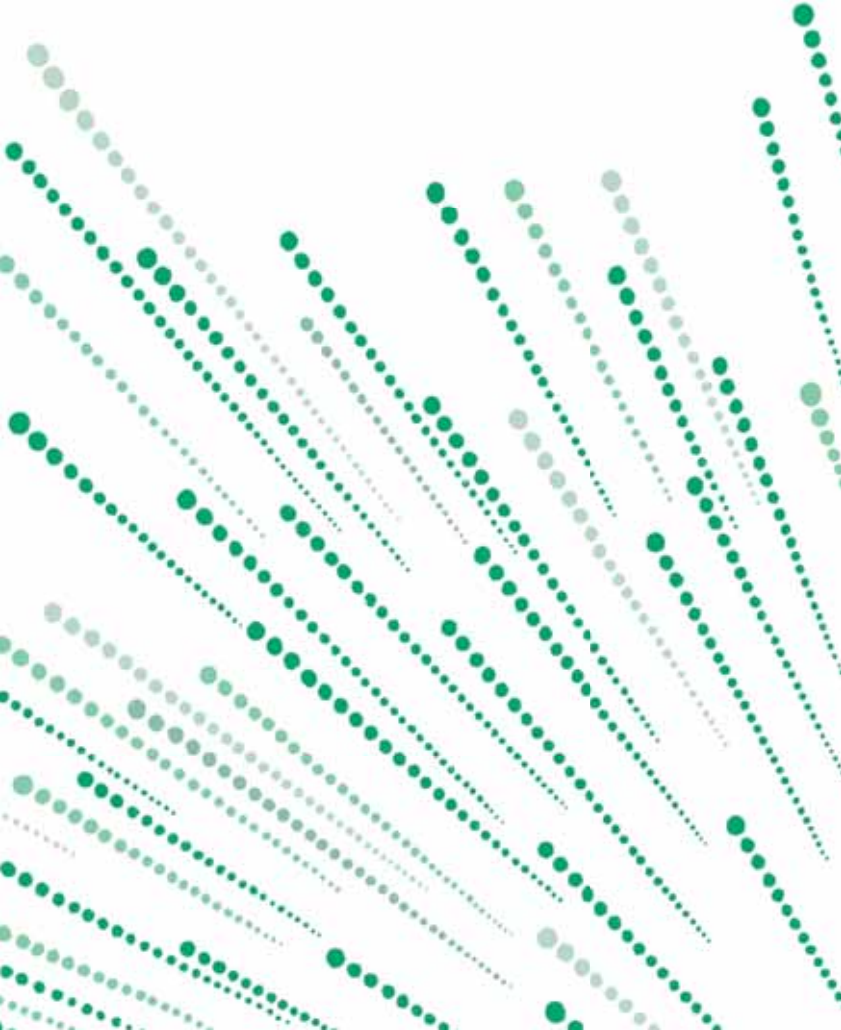
As people are trying to change things from how they are to how they want them to be, we systematically think of adding first and then, only subsequently or with effort or with reminders, think of subtraction.

— LEIDY KLOTZ

Complex ideas need scarce resources to compound at scale. Simple ideas make scarce resources irrelevant and are easy to adapt.



When diverse actors of society engage with a simple idea, change spreads rapidly and crosses over the threshold.



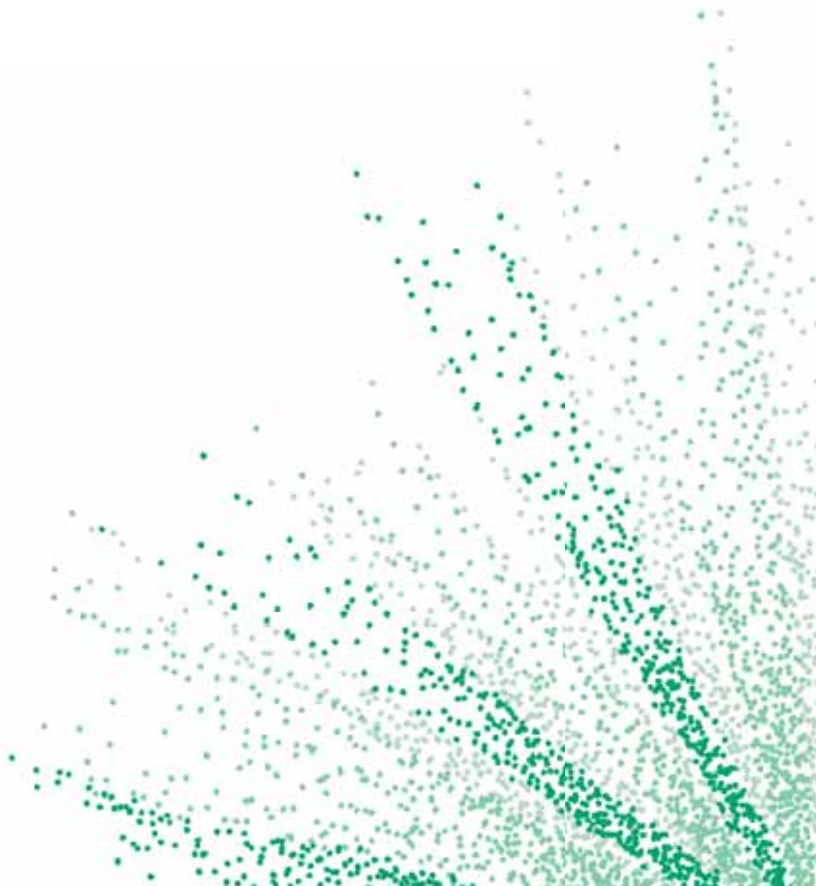
NOTES

What are some factors that can improve speed?



Rapid actions
arrest the
downslide.

Check problems before they multiply.
A simple early action is always better than a
great but late one.



Disasters push millions back into poverty. The longer it takes for them to get back on their feet, the deeper is the impact. Are swift actions to restore livelihoods better than waiting for total reconstruction?



If we see each problem — be it water shortages, climate change, or poverty — as separate, and approach each separately, the solutions we come up with will be short-term, often opportunistic, “quick-fixes” that do nothing to address deeper imbalances.

— PETER SENGE

Windows for meaningful change are small.
We must gain momentum quickly so that change
can be sustained when circumstances change.



The first beginnings of things cannot be distinguished by the eye.

— LUCRETIUS

Early actions that reinforce agency, nurture dignity and enable choice accelerate progress. If the agency of people erodes, their apathy decelerates change.



Indeed, rhetoric is frequently an essential first step toward taking action. But just talking about what to do isn't enough. Nor is planning for the future enough to produce that future. Something has to get done, and someone has to do it.

— JEFFREY PFEFFER & ROBERT SUTTON

Domino effects swing either way. A bad monsoon pushes a family into abject poverty. A small loan resurrects steady livelihood. We know that “A stitch in time, saves nine.”



Everyone gets things wrong. What is dangerous is not making mistakes, but to be so enamoured of one's point of view that one does not let facts get in the way. To make progress, we have to constantly go back to the facts, acknowledge our errors, and move on.

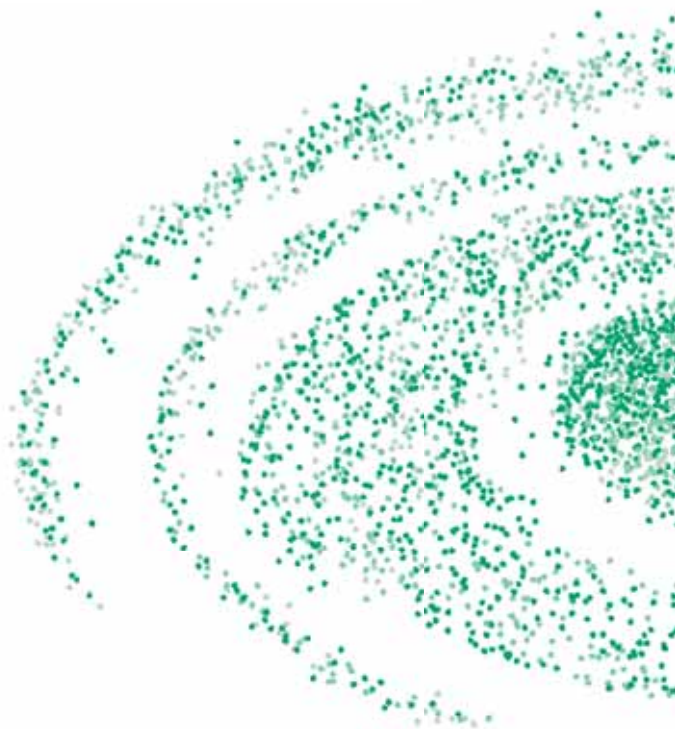
— ABHIJIT BANERJEE & ESTHER DUFLO

Be sensitive to early signs and observe small changes. A dip may signal a looming slide or the first expression of agency may hold the key to improvements at scale.

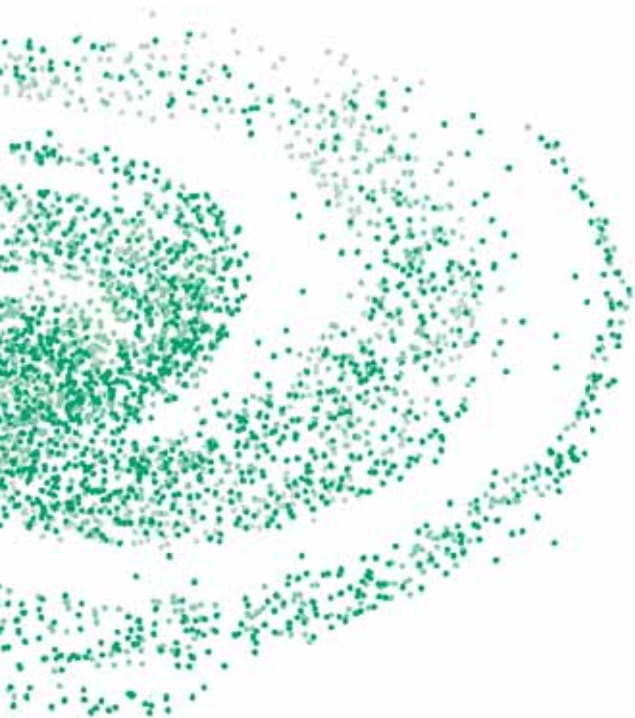


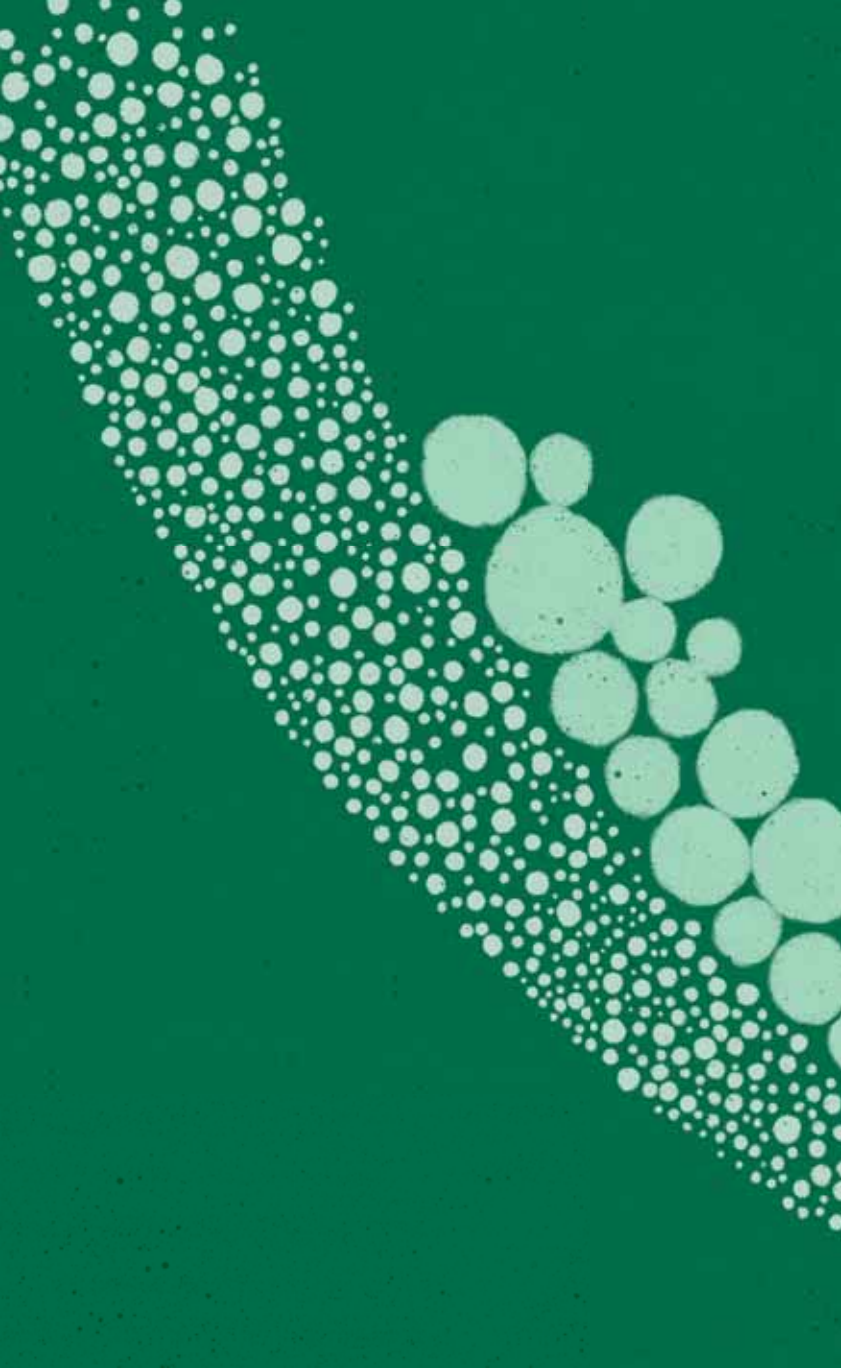
A person who does not have respect for time, and does not have a sense of timing, can achieve little.

— VERGHESE KURIEN



We are not just interconnected, we are interdependent. A swift decision at one end could improve resource utilisation at the other.

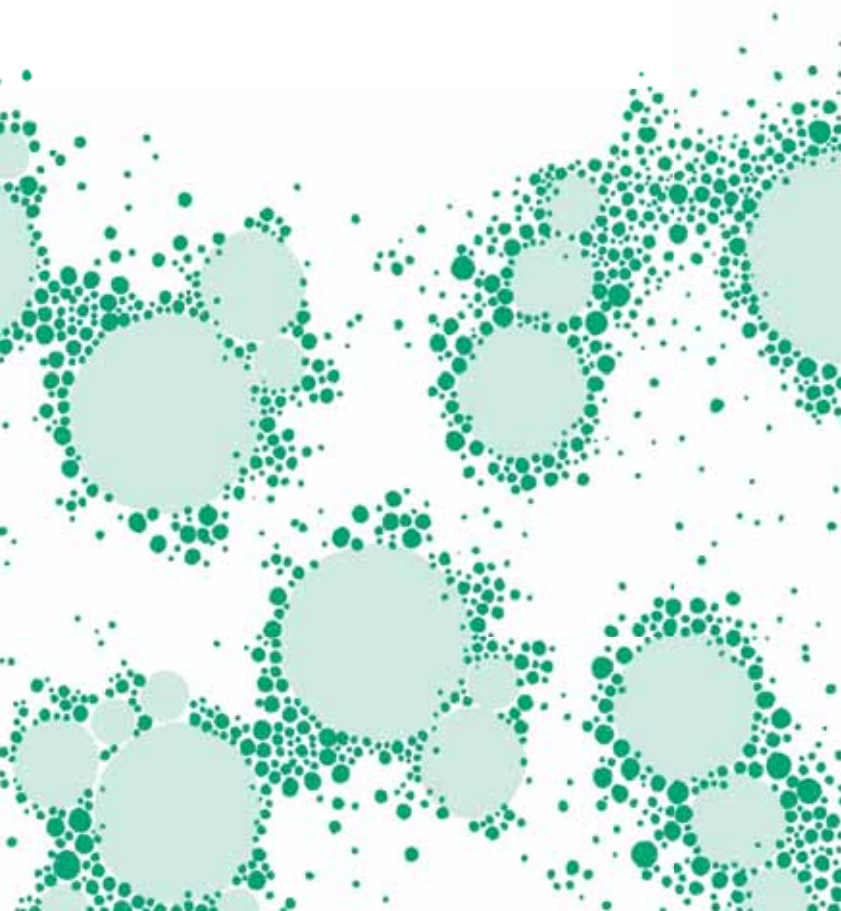




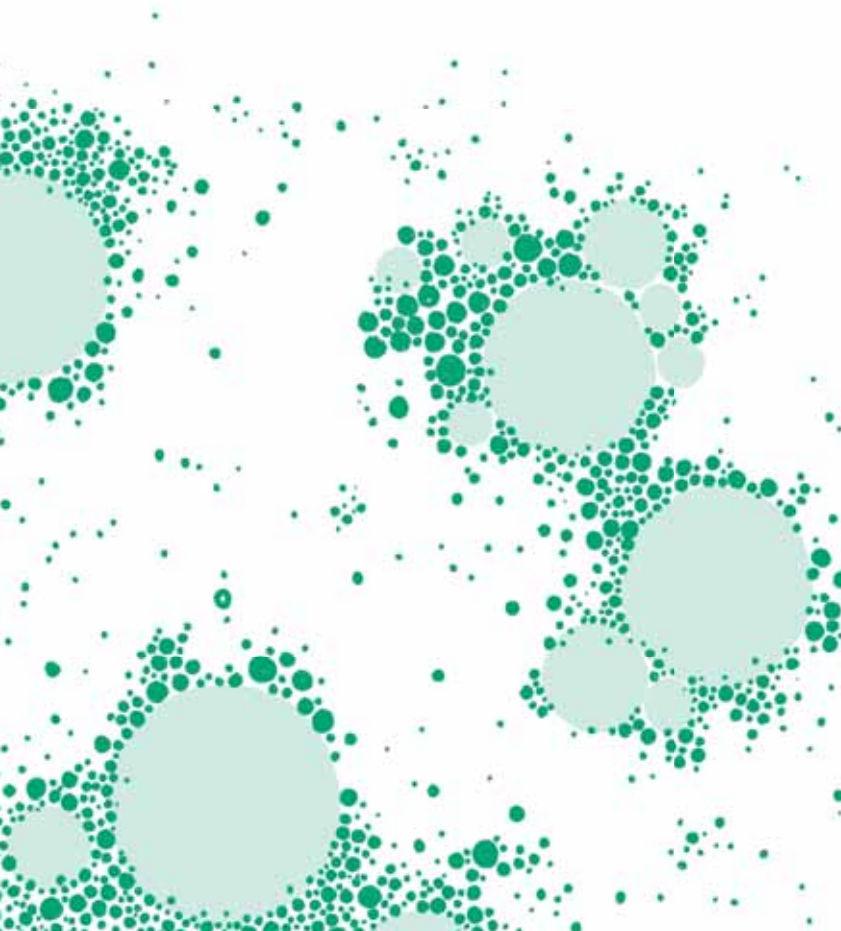
Small, if
nurtured,
overtakes
the big.



Simple solutions can snowball to overcome large problems. Isolated efforts cannot win this race.



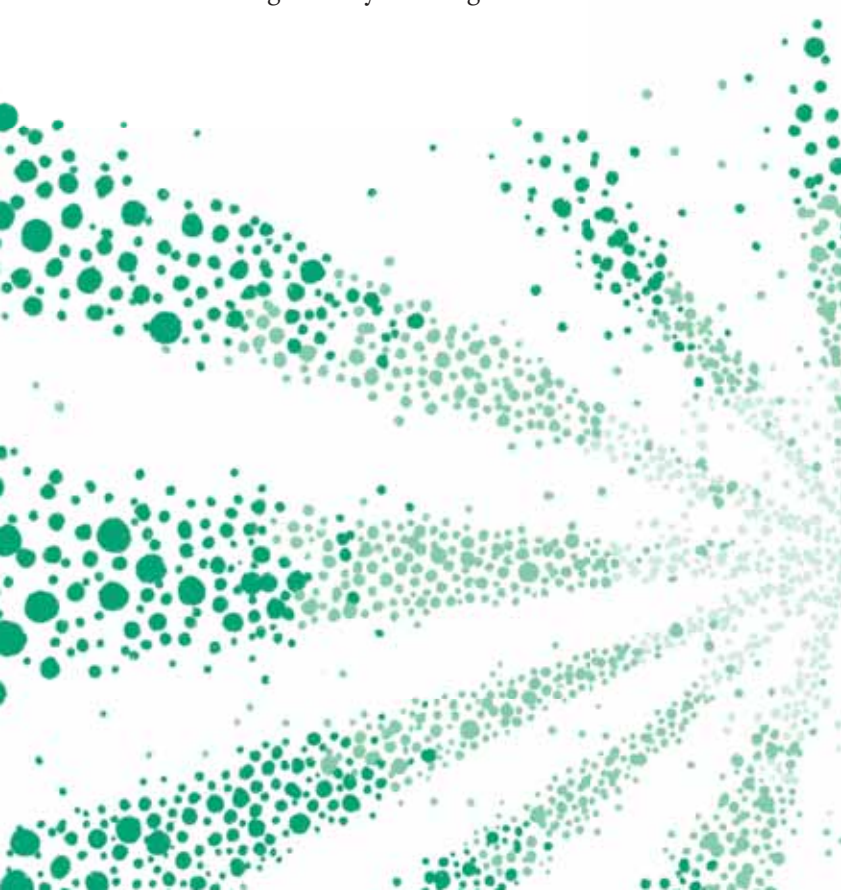
The problem of water scarcity is escalating and will displace millions of people by 2030. Each community needs to conserve local resources. Can every region motivate its neighbours to amplify this effort?



Your next step is simple. You are the first domino.

— GARY KELLER & JAY PAPASAN

Local actions, performed by millions of people,
can improve a society with speed as long as they
are bound together by shared goals.



Everyone needs clarity on what they give to and get from everyone else they interact with. Trust and shared values are essential to build a nurturing environment.

That is the paradox of the epidemic: that in order to create one contagious movement, you often have to create many small movements first.

— MALCOLM GLADWELL



Our ordinary mind always tried to persuade us that we are nothing but acorns and that our greatest happiness will be to become bigger, fatter, shinier acorns; but this is of interest only to pigs. Our faith gives us knowledge of something better: that we can become oak trees.

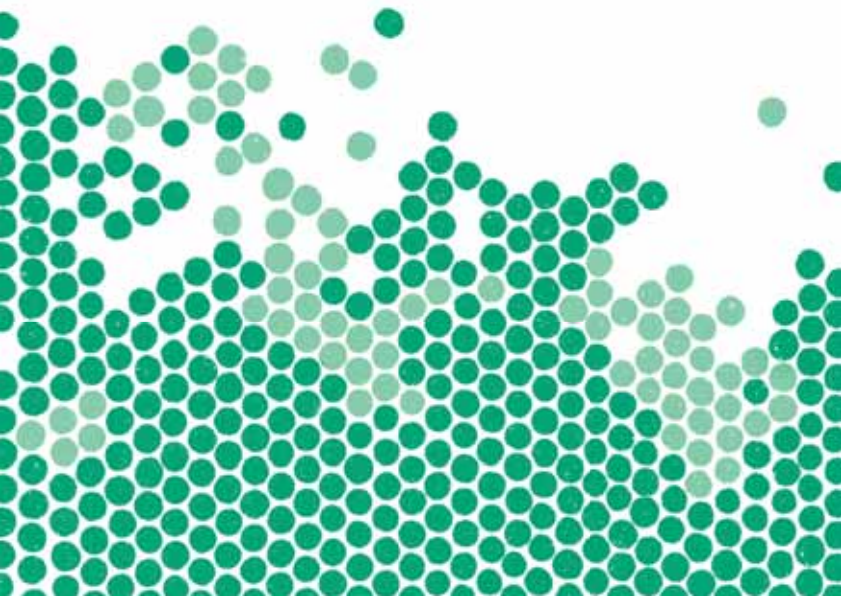
— ERNST SCHUMACHER



How quickly can you convert exponential growth into the critical mass needed to become a platform? Once that happens there is no practical limit. It's one big coral reef.

— SALIM ISMAIL, MICHAEL MALONE & YURI VAN GEEST

A swarm of bees is not just lots of bees, it is a thriving and sustainable ecosystem. Small actions that converge on a shared problem pollinate a large system with change.



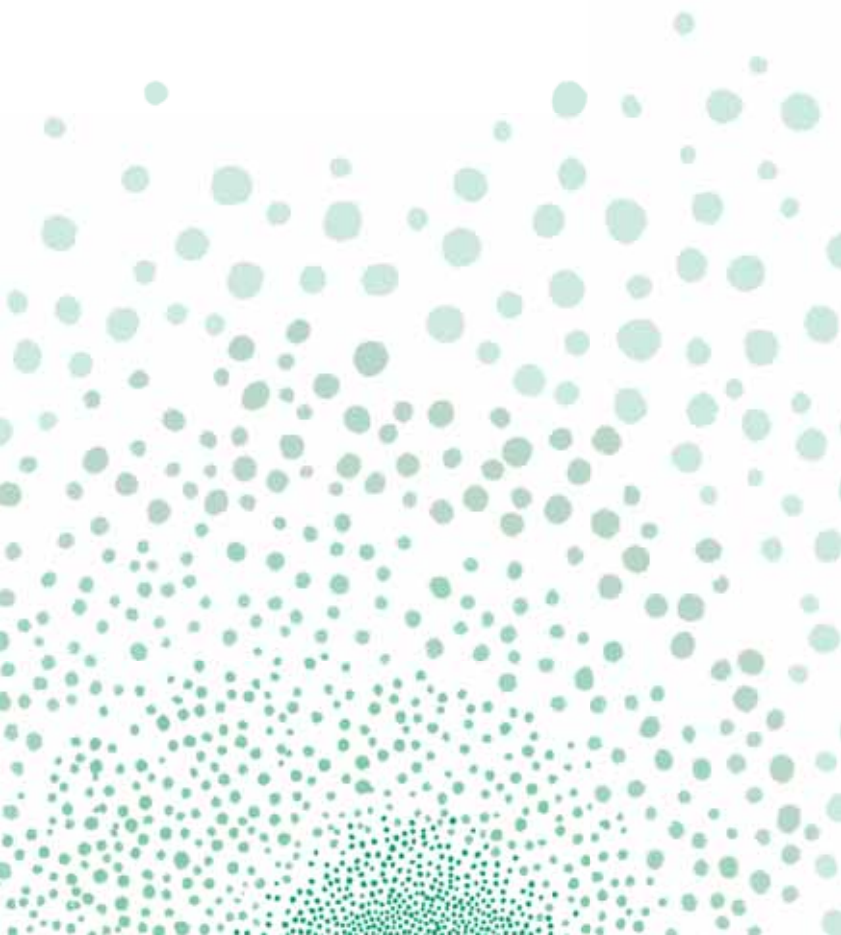
When a window of opportunity opens, be wise to choose. Either make a big slow change in a small area or spread a simple change across the entire population, quickly.

A complex system that works is invariably found to have evolved from a simple system that worked. A complex system designed from scratch never works and cannot be patched up to make it work. You have to start over with a working simple system.

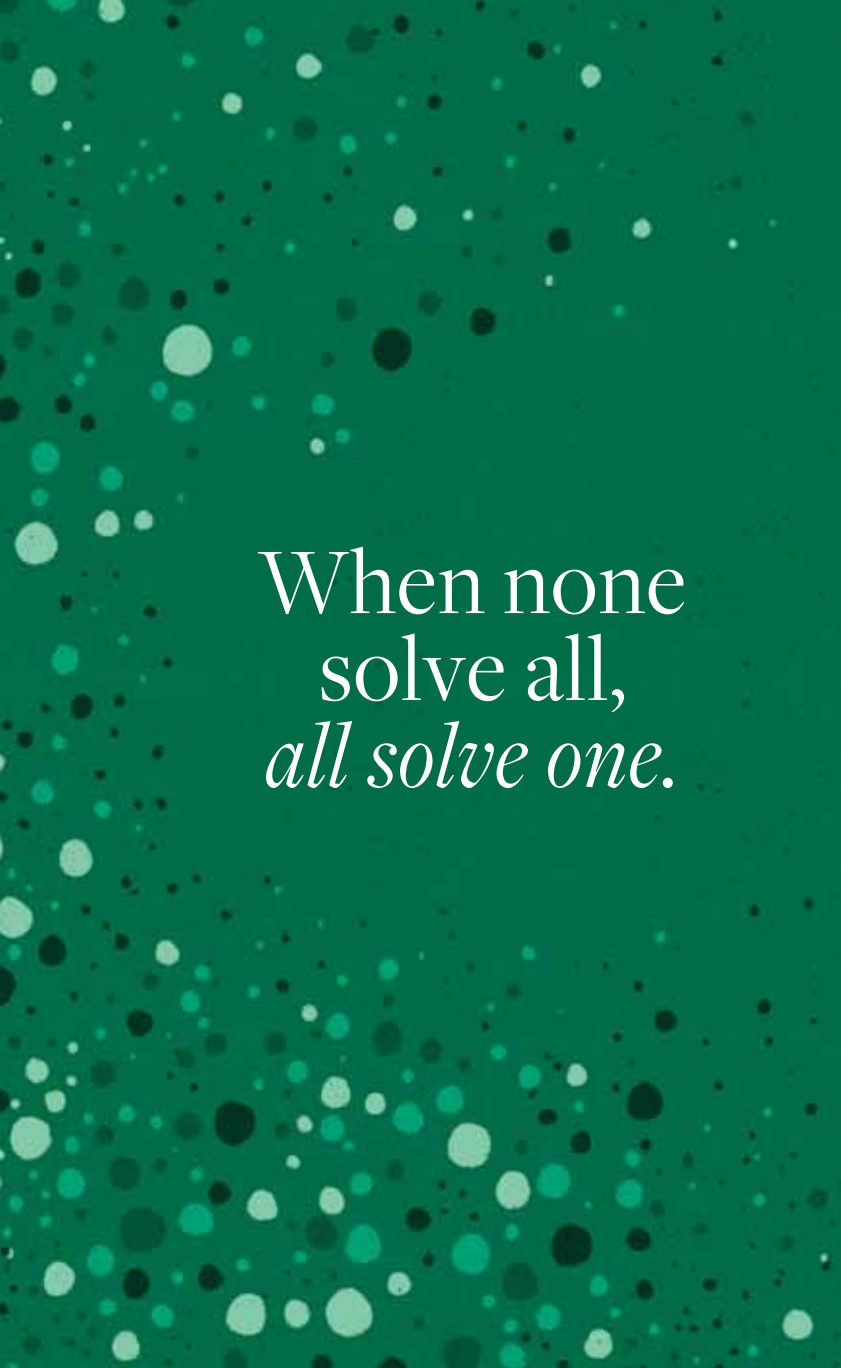
— JOHN GALL



Mycorrhizal fungi connect plants and secure access to nutrients across a forest. Micro-changes connect people and improve the sharing of resources across a society. Every change needs fuel for speed.

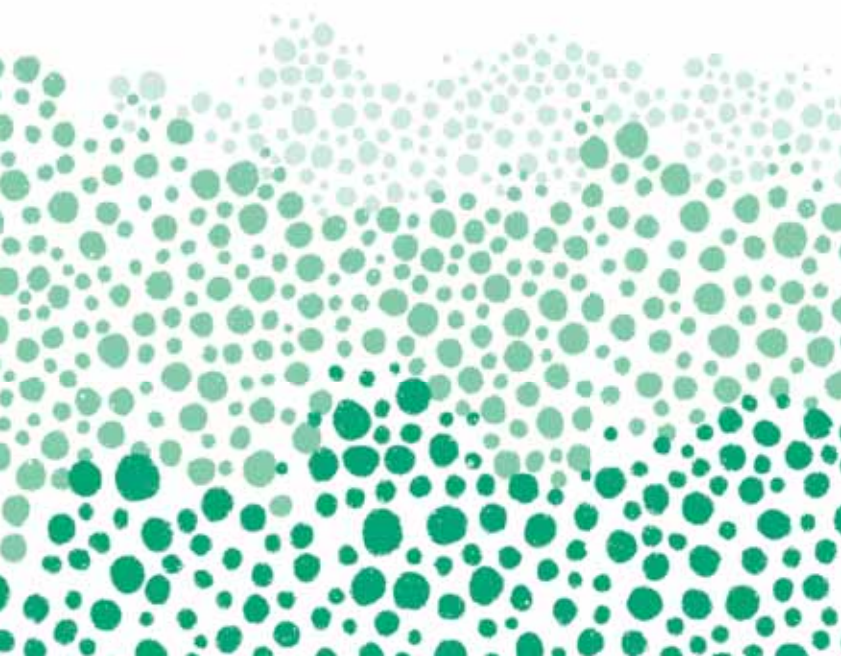




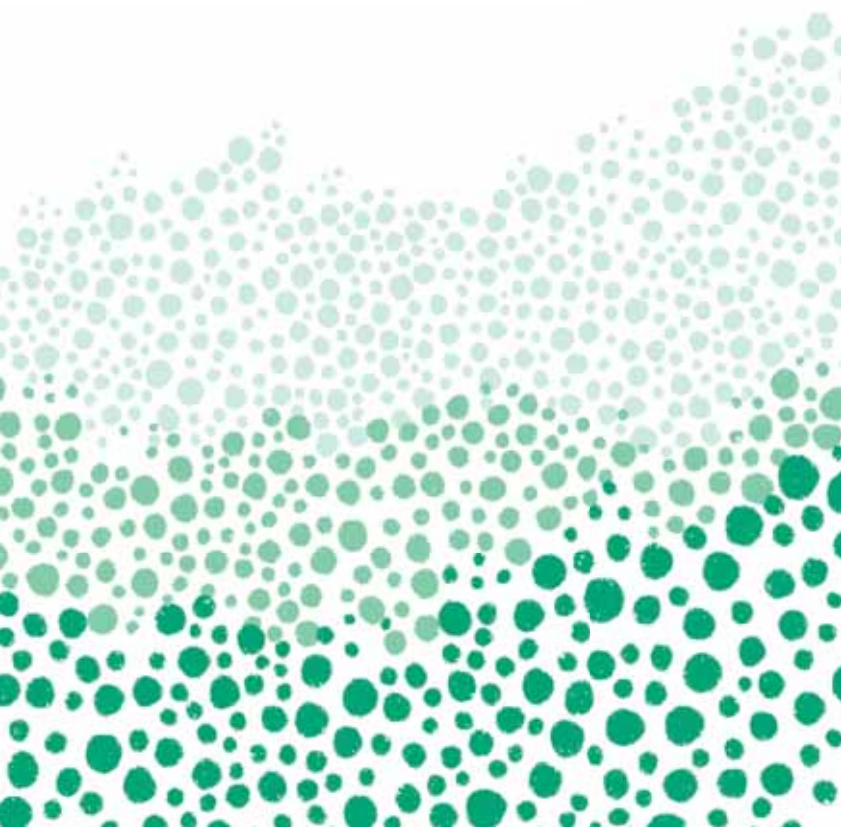


When none
solve all,
all solve one.

It is hard to customise one solution across diverse contexts. Sharing the ability to solve a problem together with everyone improves speed.



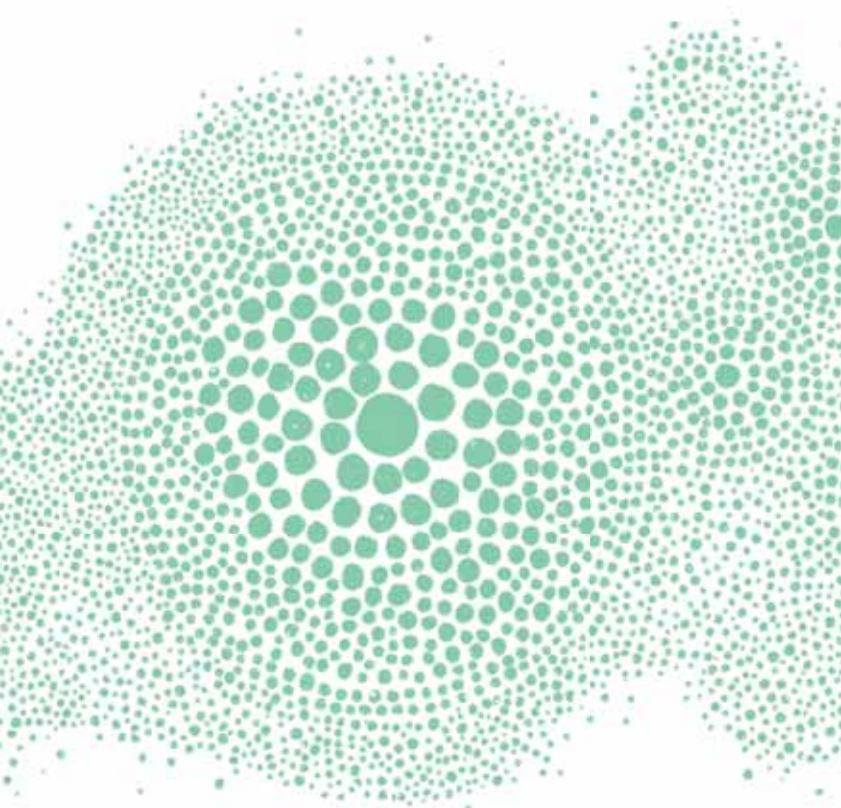
Making available processed food that is fortified with nutrients benefits those who can access it. Can every community co-create and adapt to a healthy diet with locally available resources?



When the tools of production are available to everyone, everyone becomes a producer.

— CHRIS ANDERSON

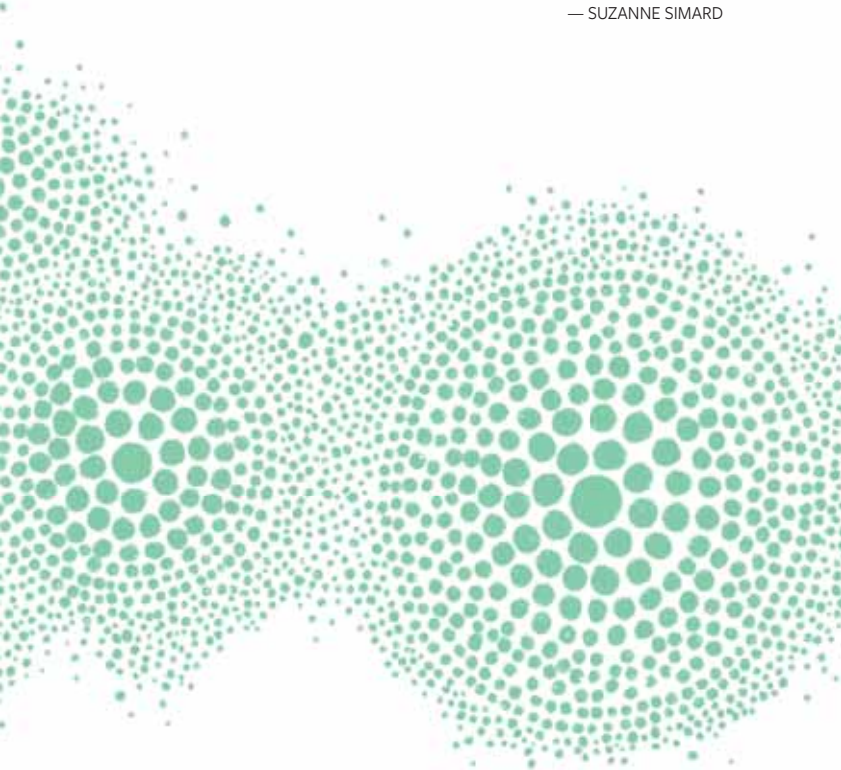
There is no magical solution, a silver bullet, to solve all problems. If a 100 million people could be enabled to solve 100 million problems, that would be magical.



20% people believe they can solve any problem. 20% believe they can solve none. The remaining 60% have a realistic view of the change they can create. They accelerate change.

Plants are attuned to one another's strengths and weaknesses, elegantly giving and taking to attain exquisite balance. There is grace in complexity, in actions cohering, in sum totals.

— SUZANNE SIMARD



Everyone participates in solving problems when benefits reach them. The speed of action depends on the speed at which value is redistributed across society.



Human technology is too complex to be the product of individual genius but emerges from the accumulation of improvements across time that are communicated by others.

— KENNETH CUKIER, VIKTOR MAYER-SCHOENBERGER & FRANCIS DE VERICOURT



At its core, creative confidence is about believing in your ability to create change in the world around you.

— DAVID KELLEY & TOM KELLEY

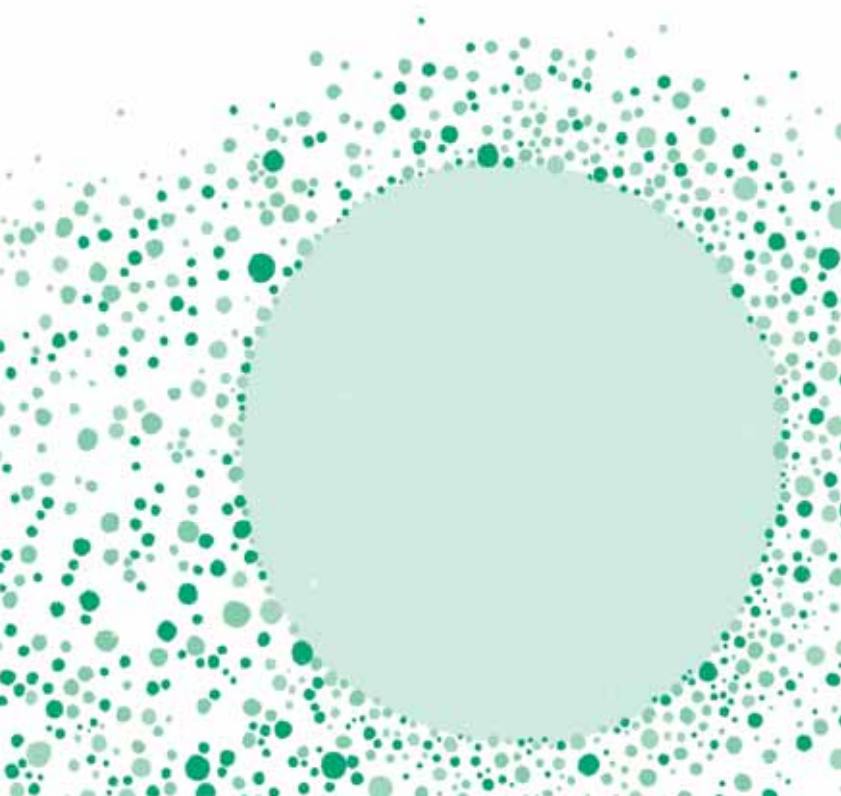
The capacity of people improves rapidly when they focus on solving one problem together, at scale. Everyone buzzes with the excitement of learning, solving and sharing.



None of us is as smart as all of us.

— KENNETH BLANCHARD & SHELDON BOWLES

Everyone who comes in contact with someone who is changing changes. The more frequent the contact, the higher the velocity of change.

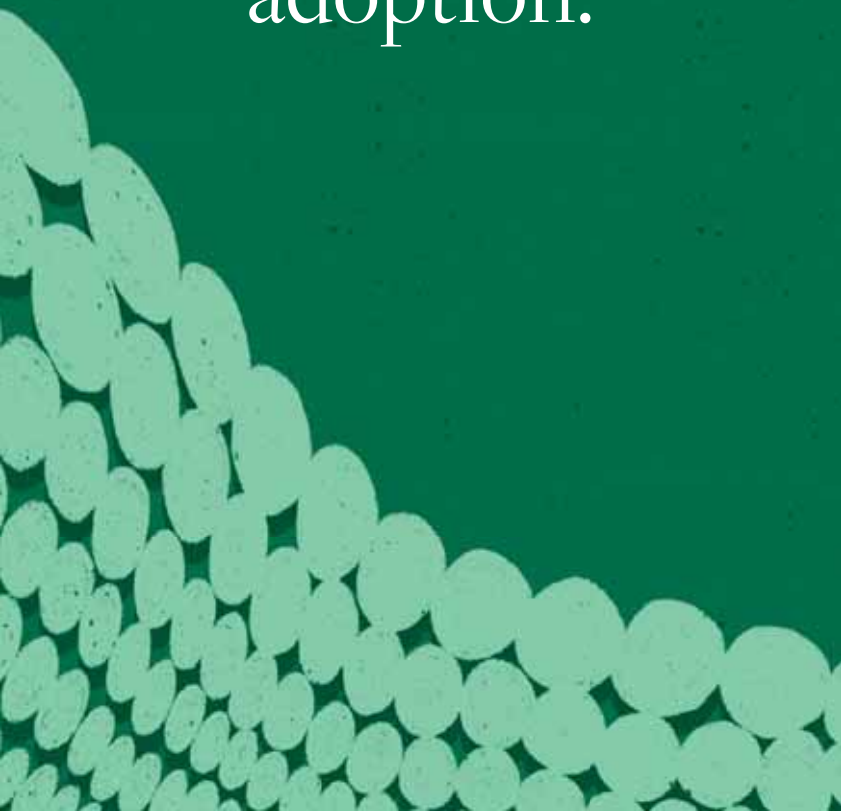


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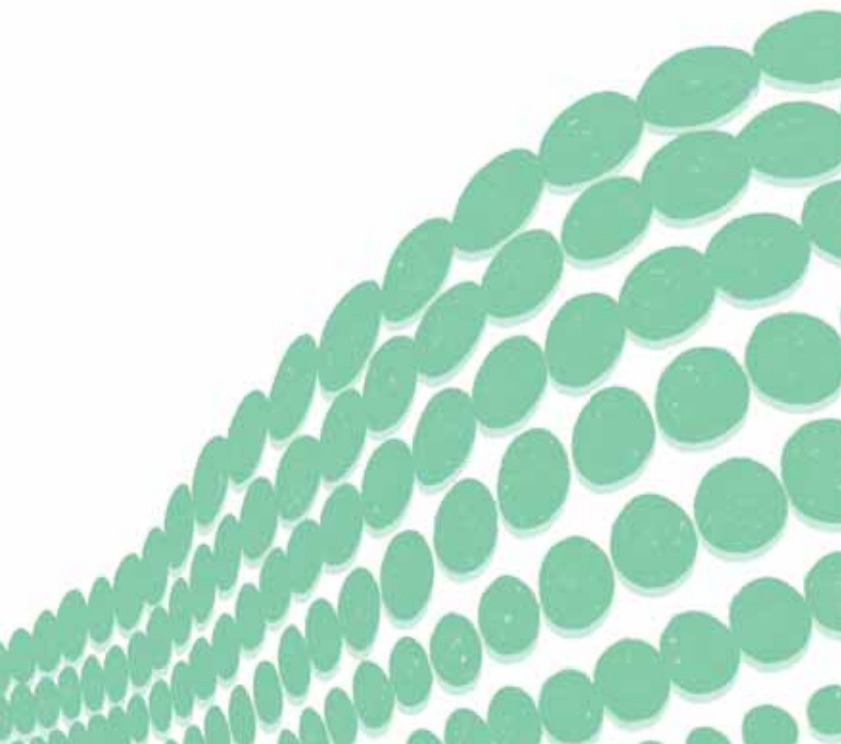
How does speed improve as the ecosystem comes together?



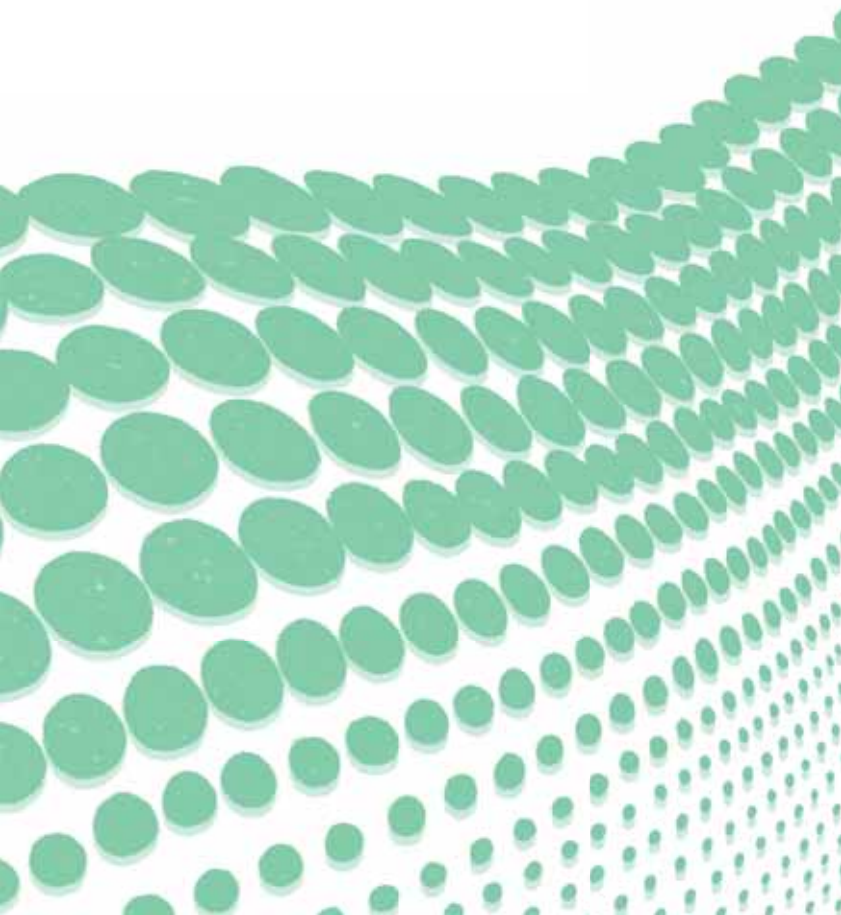
Adoption
drives further
adoption.



The scale at which people are served depends on how much they use the services. Progress due to adoption fuels more adoption.



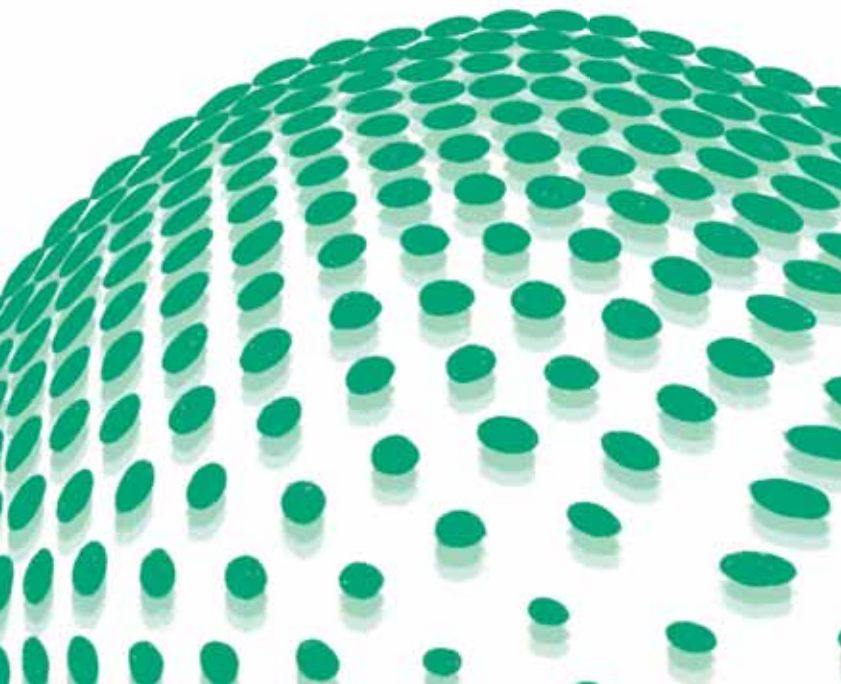
To employ millions of youth, besides creating opportunities, we must ensure that they stay in a job. Can we reduce the time needed to align jobs with the emerging aspirations of the youth?



Becoming is better than being.

— CAROL DWECK

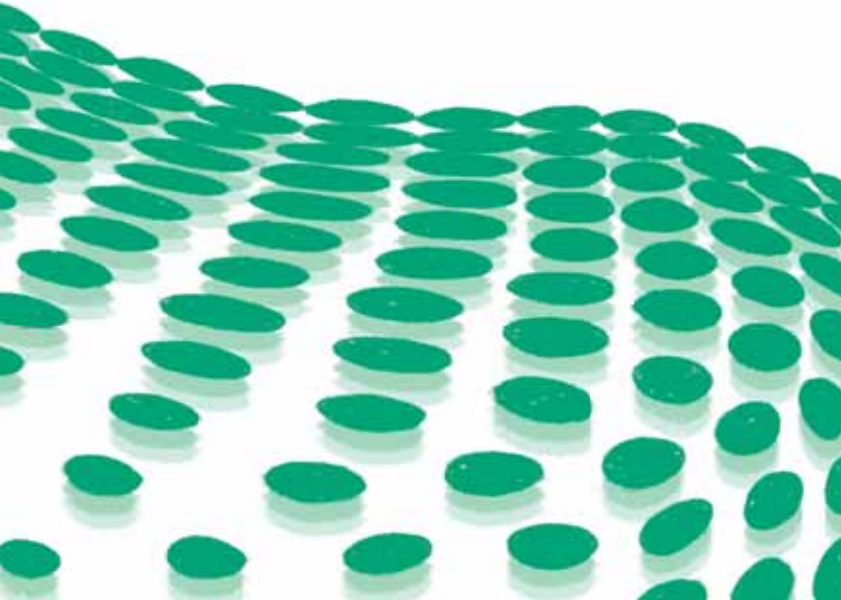
Once a small change is accepted and adopted, it activates a latent sense of possibility. This leads to a virtuous cycle of adoption.



Revolution doesn't happen when society adopts new technologies — it happens when society adopts new behaviours.

— CLAY SHIRKY

Creating trust, helping people see value and celebrating it are incentives for adoption
Traditional incentives of the Internet do not apply to crowdsourcing.



You can have a big government intervention, but if it's not embraced and adopted by the people it's intended to help, it won't be effective. Similarly, your progress is stalled if a compelling community program can't get picked up by other actors to scale it up. The bottom-up and top-down strategies need to mutually reinforce each other.

— DOUG BALFOUR

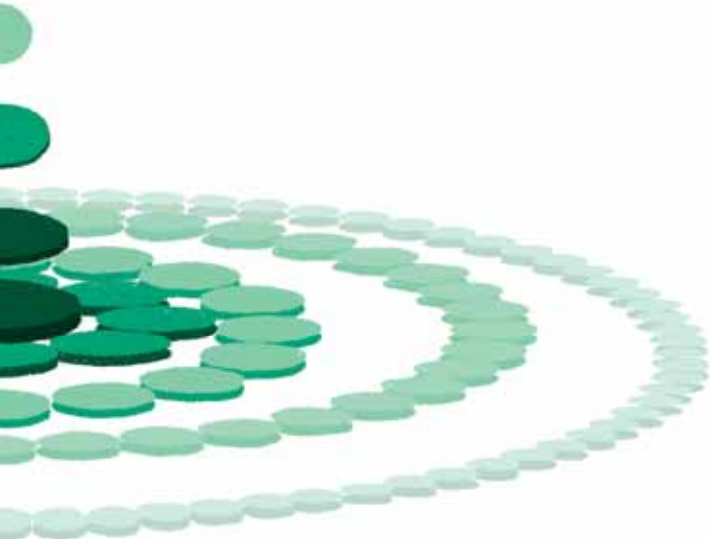
As change induces change, resources attract resources.



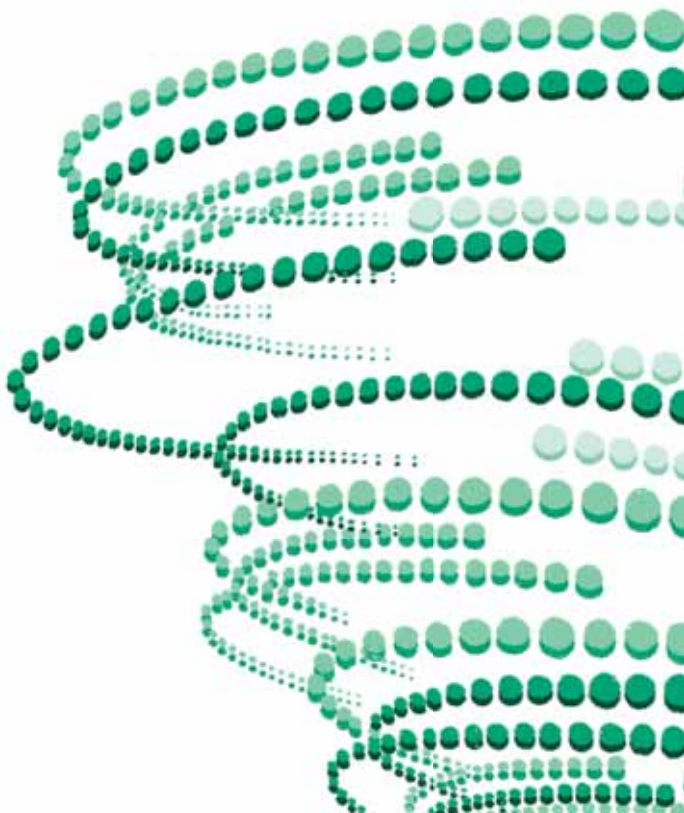
A telephone without a connection at the other end of the line is not even a toy or a scientific instrument. It is one of the most useless things in the world. Its value depends on the connection with the other telephone and increases with the number of connections.

— ANDREW CHEN

People learn a little from experts, and much more from other people who are adopting a change. We relate more to people like us, whom we can see around us.

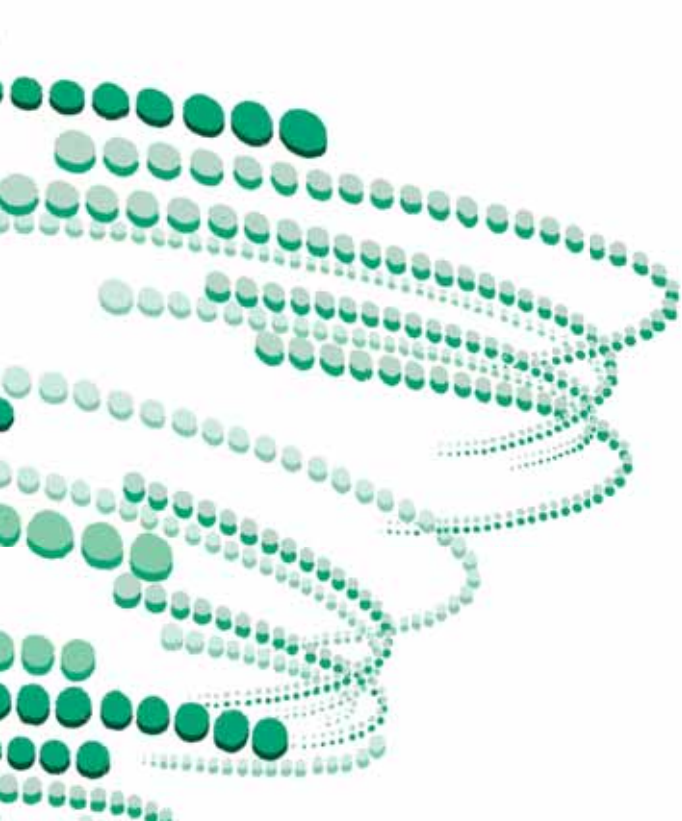


The ability to change is a capacity. When we learn to modify the simplest of daily routines, it starts a new cycle of doing-learning-doing.



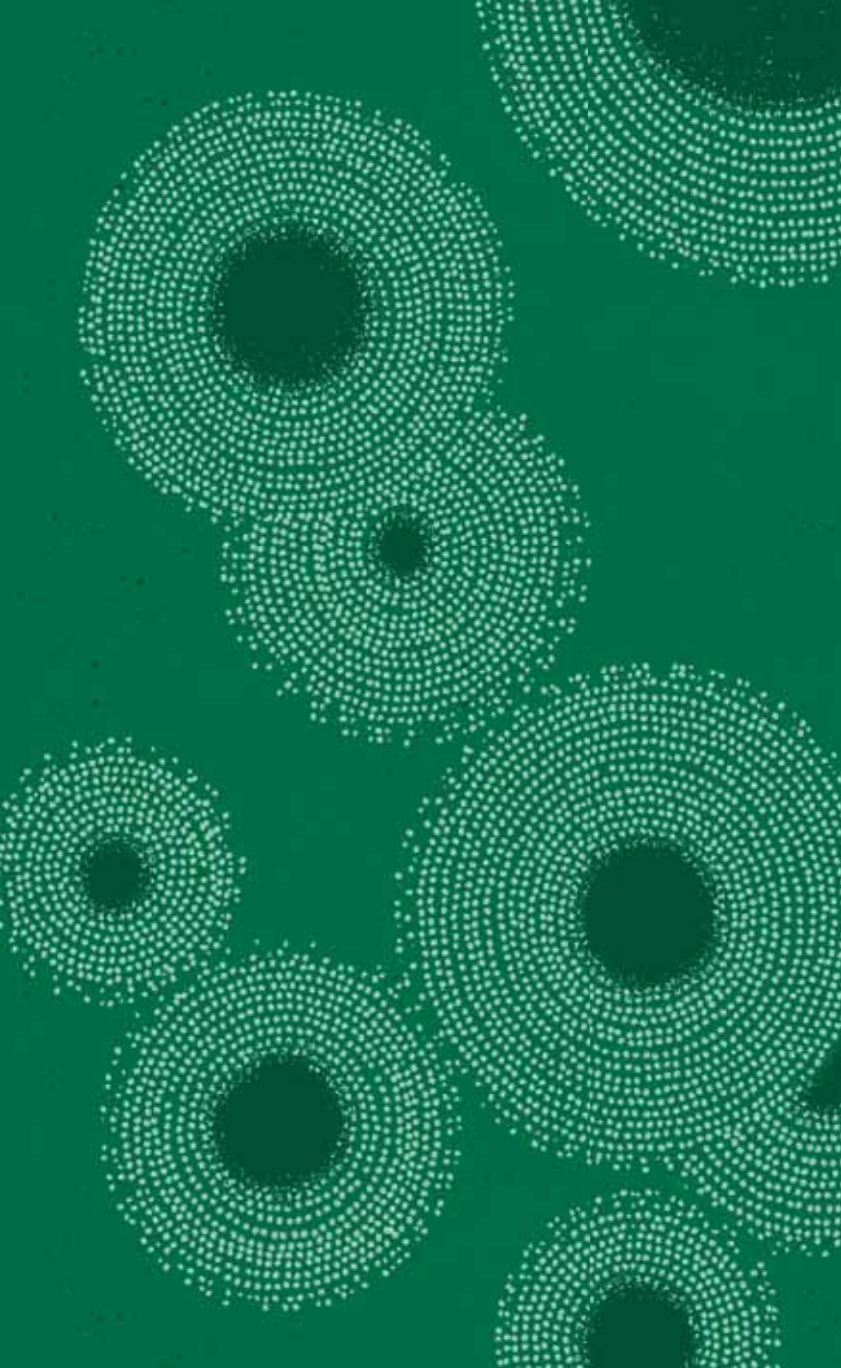
Early technologies form using existing primitive technologies as components. These new technologies in time become possible components — building blocks — for the construction of further new technologies. We can say that technology creates itself out of itself.

— W. BRIAN ARTHUR



NOTES

How to align society, government and market actors to improve speed?



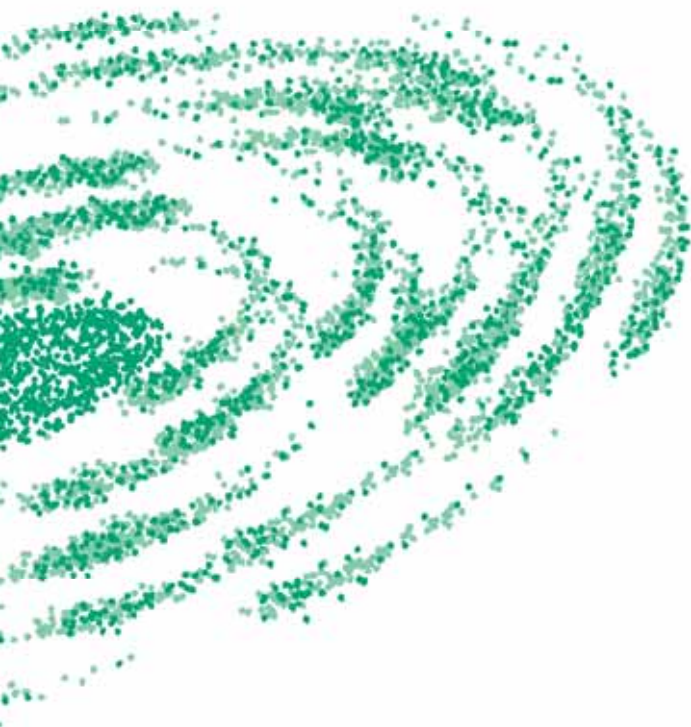
The background is a solid teal color. It features several large, overlapping circular patterns made of small white dots. These patterns are arranged in a way that they appear to be part of a larger, repeating design, though only partial circles are visible. The dots are arranged in concentric rings, creating a textured, halftone-like effect.

Everyone
changes *at their*
own pace.

The actors of society move with and within their context. Speed improves when they move towards a shared vision.



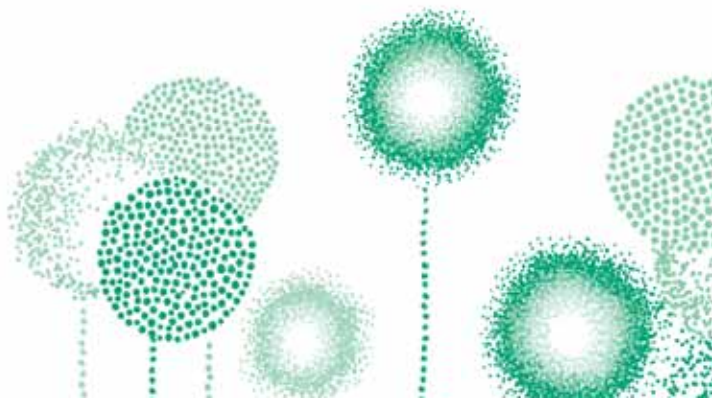
Municipal corporations, NGOs and businesses act at their own pace to improve the quality of life in urban settlements. Can shared data align the steps they take and increase the speed of change?



The real lesson is that under conditions of true complexity — where the knowledge required exceeds that of any individual and unpredictability reigns — efforts to dictate every step from the centre will fail. People need room to act and adapt. Yet they cannot succeed as isolated individuals, either — that is anarchy. Instead, they require a seemingly contradictory mix of freedom and expectation — expectation to coordinate, for example, and also to measure progress toward common goals.

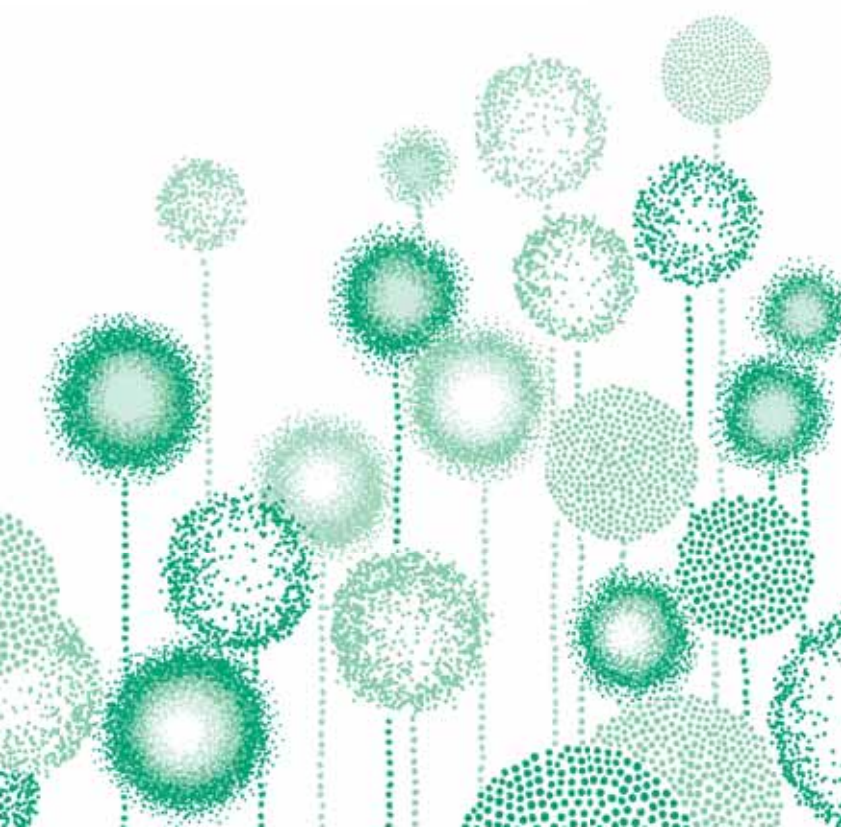
— ATUL GAWANDE

In a thriving forest, different species evolve at a different speed.



But I must finally realise that I am subject to these sudden transformations. The thing is that I rarely think; a crowd of small metamorphoses accumulate in me without my noticing it, and then, one fine day, a veritable revolution takes place.

— JEAN-PAUL SARTRE



Cares, concerns and needs of individuals and institutions differ based on their context. Before we decide how people change, we must understand why and when.

Your brain may give birth to any technology, but other brains will decide whether the technology thrives.

— ROBERT WRIGHT



All growth is costly. It involves the leaving behind of an old way of being in the world. Often it involves, at least for a time, leaving behind the others who have been identified with that old way of being. The two-year-old's "No" is really a repudiation of his own old way of being. Seen from the point of view of his evolution, his declaration is really to his old self, which had been embedded in the world.

— ROBERT KEGAN

People change when they understand the next step they can take to meet their goals. The next step must be desirable, feasible and viable.

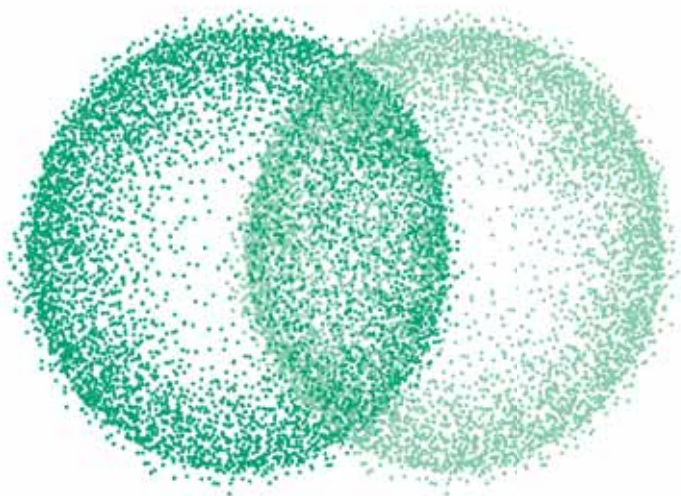


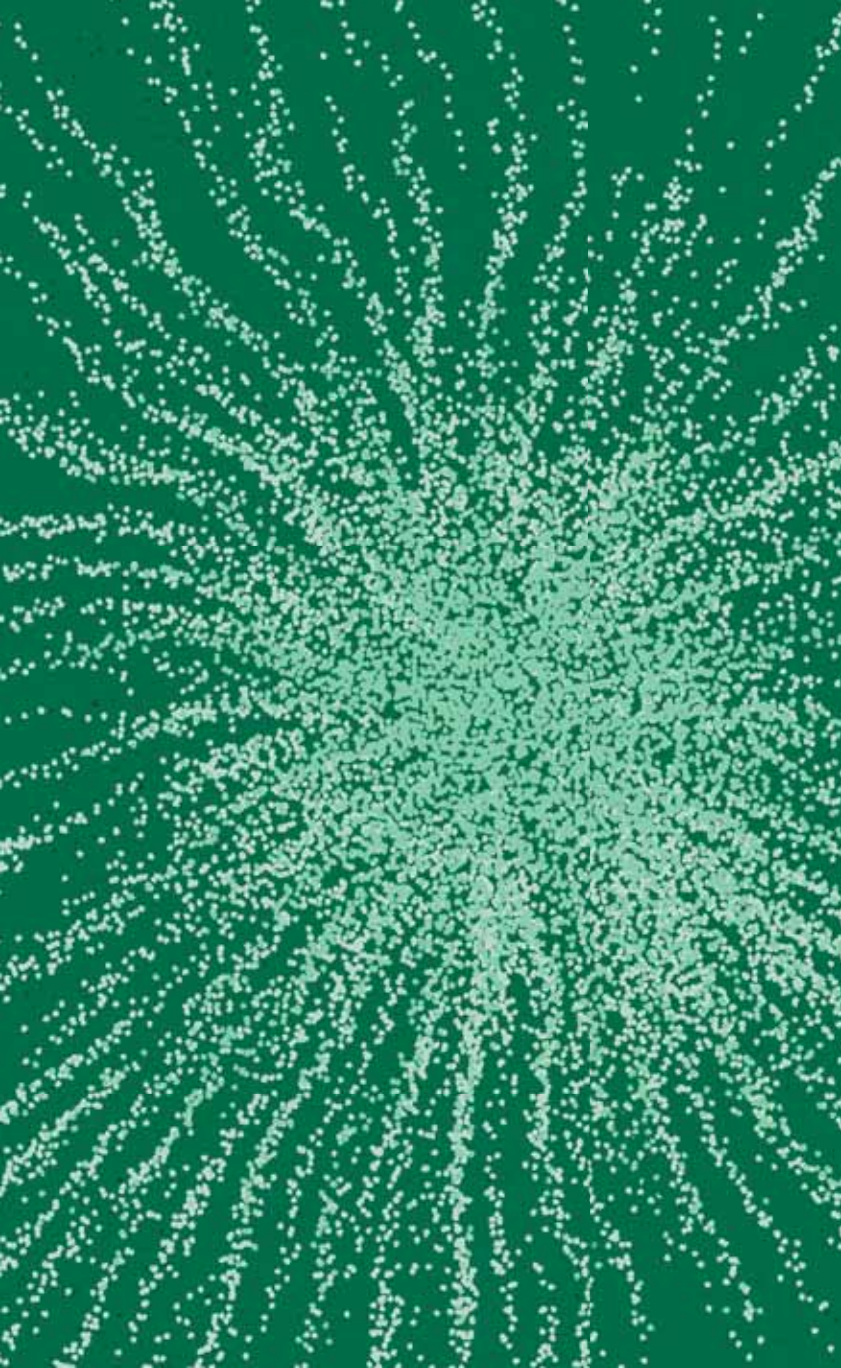
The new news is that formerly independent waves of exponentially accelerating technology are beginning to converge with other independent waves of exponentially accelerating technology. For example, the speed of drug development is accelerating, not only because biotechnology is progressing at an exponential rate, but because artificial intelligence, quantum computing, and a couple other exponentials are converging on the field.

— PETER DIAMANDIS & STEVEN KOTLER

A domino can topple another about 1.5 times its size. To change a complex system, small and slow change must generate the energy to trigger larger and faster change.

We are always hurtling towards increasing disorder.
It is natural to get misaligned. We must focus on
efforts to realign and sustain speed.





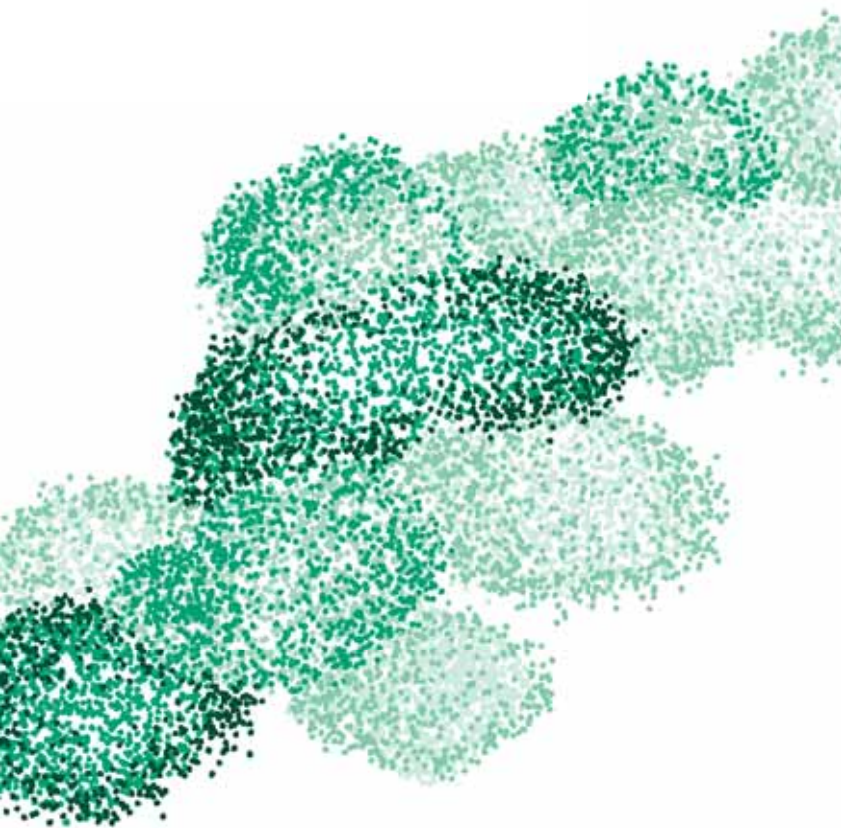


*Together we
speed, divided
we stall.*

Forests are families. When times are good, the trees help each other grow. When not, they huddle to survive.



Farmers face flood, ailment and debt at the same time. Can we unify our siloed programmes and policies to limit domino effects and curtail the dysfunction with speed?



The point is that when we focus on all three things at once — technology, policies, and markets — we can encourage innovation, spark new companies and get new products into the market fast.

— BILL GATES

For response to be unified and not uniform, we must create space, roles and recognition systems for every organisation to make rapid changes using their expertise.



Disorder is the state of the world. It should not be the state of our efforts. We go nowhere if we pull hard in multiple directions at the same time.

We are accelerating and extending our minds through our computers and algorithms, through our medical prowess and our accumulated knowledge. These minds of ours are the most precious things; we need to cherish all seven-plus billion of them.

— CALEB SCHARF



If whole societies and polities are to adapt then the necessary decisions will need to be made collectively, within political institutions, as happens in wartime or national emergencies. After all, isn't that what politics, in its most fundamental form, is about? Collective survival and the preservation of the body politic?

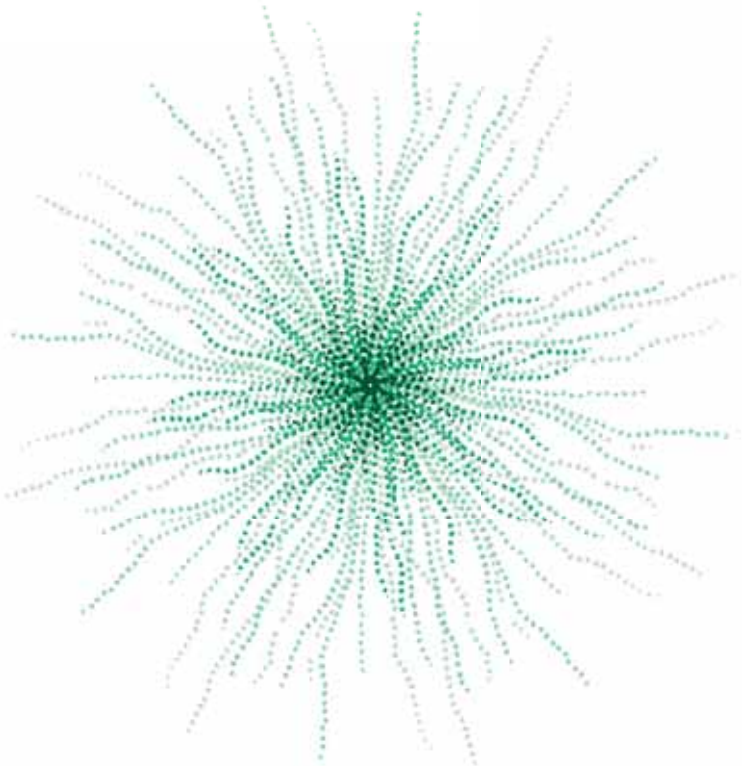
— AMITAV GHOSH

Oceans provide food, oxygen and regulate climate. Societal Leaders align resources, build infrastructure and align the ecosystem to accelerate change.

We train to reuse proven solutions. We can also train to create solutions. Then we can all co-create one that works for us. Solving together scales with speed.

We are in the business of enabling interactions.

— SANGEET PAUL CHOUDARY

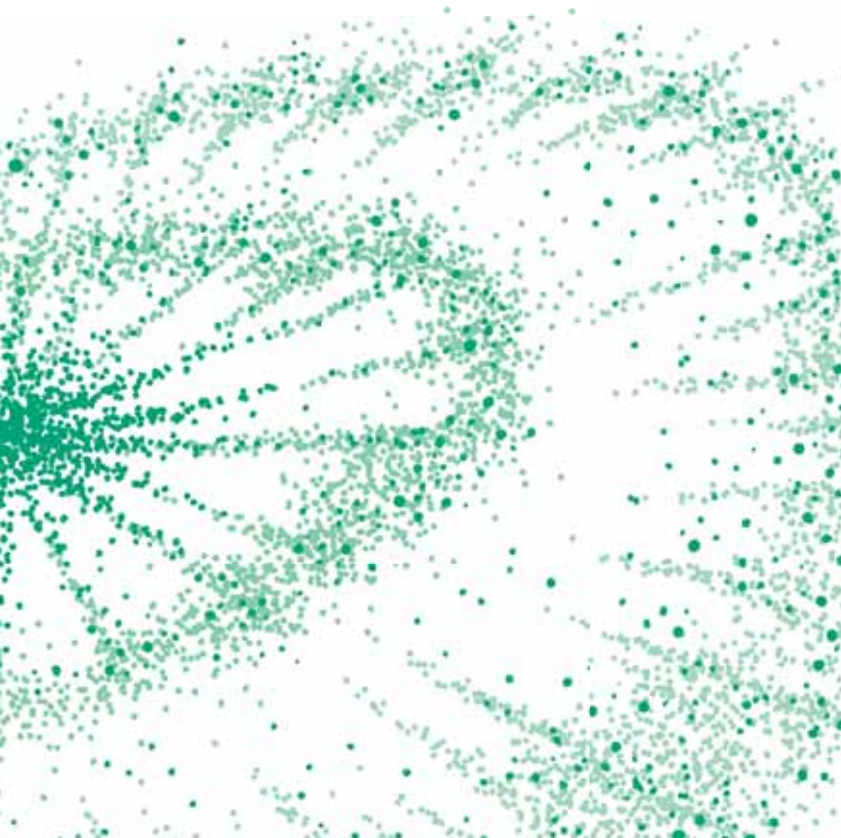


An orchestra glides through the changing movements of a symphony when every musician is aware of their part, the tempo and when to come in.



*We are not observers on the outside looking in.
We are on the inside too.*

— ALAN LIGHTMAN



NOTES

Where to begin? When to begin?



*The spread of civilisation
may be likened to that of fire;
first, a feeble spark, next a
flickering flame, then a mighty
blaze, ever increasing in
speed and power.*

— NIKOLA TESLA

PAUSE TO REFLECT

What does speed mean?

Why is speed important now?

What are some current speed bumps?

*What are some factors that
can improve speed?*

*How does the ability to scale improve
with an increase in speed?*

What is a simple change that can compound with speed?

How does speed improve as the ecosystem comes together?

How to align society, government and market actors to improve speed?

How to support diversity and help everyone change at their speed?

Where to begin? When to begin?

Societal Thinking

We live in a complex world where social problems multiply. For example, more children join schools before we can remedy the learning losses of the ones graduating. At scale, our unpredictable and diverse environments make it hard to estimate the impact our solutions will have on learning levels. Meanwhile, like the virus that had upended our lives, learning problems mutate across generations before we can scale new ideas.

In dynamic situations, for impact at scale, change efforts must recognise and restore the agency of people and institutions across civil society, government and markets. To outpace problems that multiply and mutate, we must respond with an approach whose effects also multiply and evolve. Exponential problems can be countered with exponential change.

Societal Thinking is one such systemic approach to apply a set of core values and design principles to induce exponential change. It focuses on three areas: How to help key societal actors align their programmes and deliver impact? How to nurture a diverse ecosystem of change leaders who can co-create relevant solutions? How to

connect everyone with a shared digital backbone to deliver impact at scale, with speed, sustainably?

This is an invitation to think and design for exponential societal change.

www.societalthinking.org



*All glory comes from
daring to begin.*

— RUSKIN BOND

Acknowledgements

This book is curated from the lived experiences of change leaders across civil society organisations, governments and businesses. We are grateful for their relentless drive to bring positive change in the society.

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We sincerely hope this book nudged you to think about the need for speed!

— *Anjali Hans, Naveen Varshan and Sanjay Purohit*

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Where we create the opportunity to reflect on what scale means.



Where we create the opportunity to reflect on what speed means.



Where we create the opportunity to reflect on what it means to sustain.

Social problems mutate. In our efforts to keep pace with shifting problems, we often grapple with speed. How do we anticipate change? How do we enable diverse solutions by reimagining the role of civil society, government and markets? How do we act before problems change size and shape?

Think Speed is an opportunity to pause and reflect on how to make change exponential – change that inspires more and rapid change. It is a window into the thoughts and experiences of change leaders, thinkers and funders on a journey to enable rapid change.

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