TAKEAWAYS: *VISION FIRST*

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Many businesses aren't innovating or planning. They're waiting to see what their competitors do and tweaking their ideas. A real vision for the future will direct your path to get there. Brian Evergreen draws from experience as a chess champion and Microsoft's AI strategist to encourage leaders to start with the end in mind. By starting with vision for the future, we create a clearer reality in the present.

1. Strategy is not the next chess move. State the future, write what would have to be true to get there, and map the investment required.

2. Enroll people in your vision before you unveil it publicly. Your team will be asking where they fit. Twenty minutes of thought per person beats a vision nobody joins.

3. AI is not going to define the future. People (leaders) are going to define what the future of society and work actually looks like.

4. Most organizations have no future of their own. They wait to see what Anthropic, OpenAI, a partner, or a competitor does, and keep iterating the same ideas and values.

"If you read in the media that AI is changing this, or AI is going to take over these jobs, you forgot the leader in your sentence."