

Thinking Ahead Institute

Member research briefing | January 2022



Welcome



The Thinking Ahead Institute

A member-driven global not-for-profit research and innovation partner with a change agenda



Purpose: to mobilise capital for a sustainable future.

Members are central to realising these aspirations through research, collaboration and thought leadership

Member research briefing | Agenda



Welcome



Research review and plans for 2022



Investing for tomorrow



Investment organisation of tomorrow



The power of teams



Wrap up



Q&A

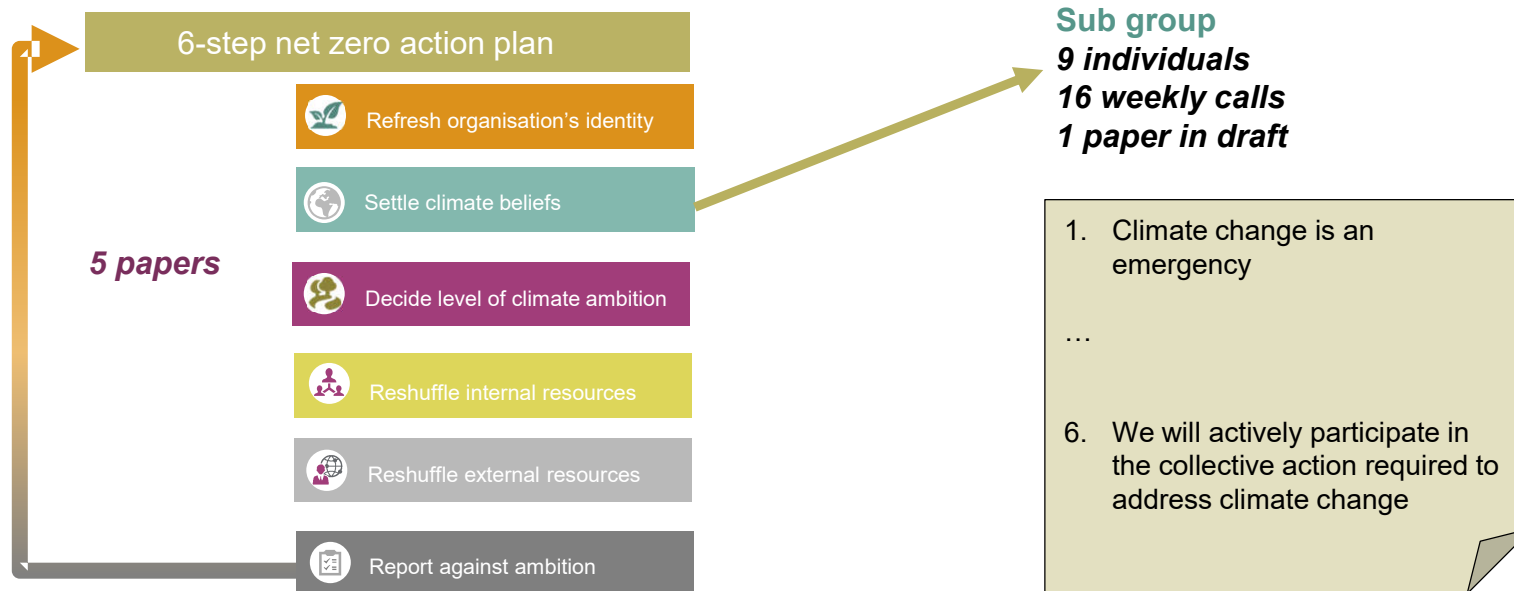
Investing for tomorrow 2022 working group



A quick review of IFT in 2021 | focus on climate change

40 individuals
2 time zones
1 question

“what is the framework for asset owners to establish and set a pathway to achieve their climate ambitions?”



The triune sustainability challenge

Climate crisis



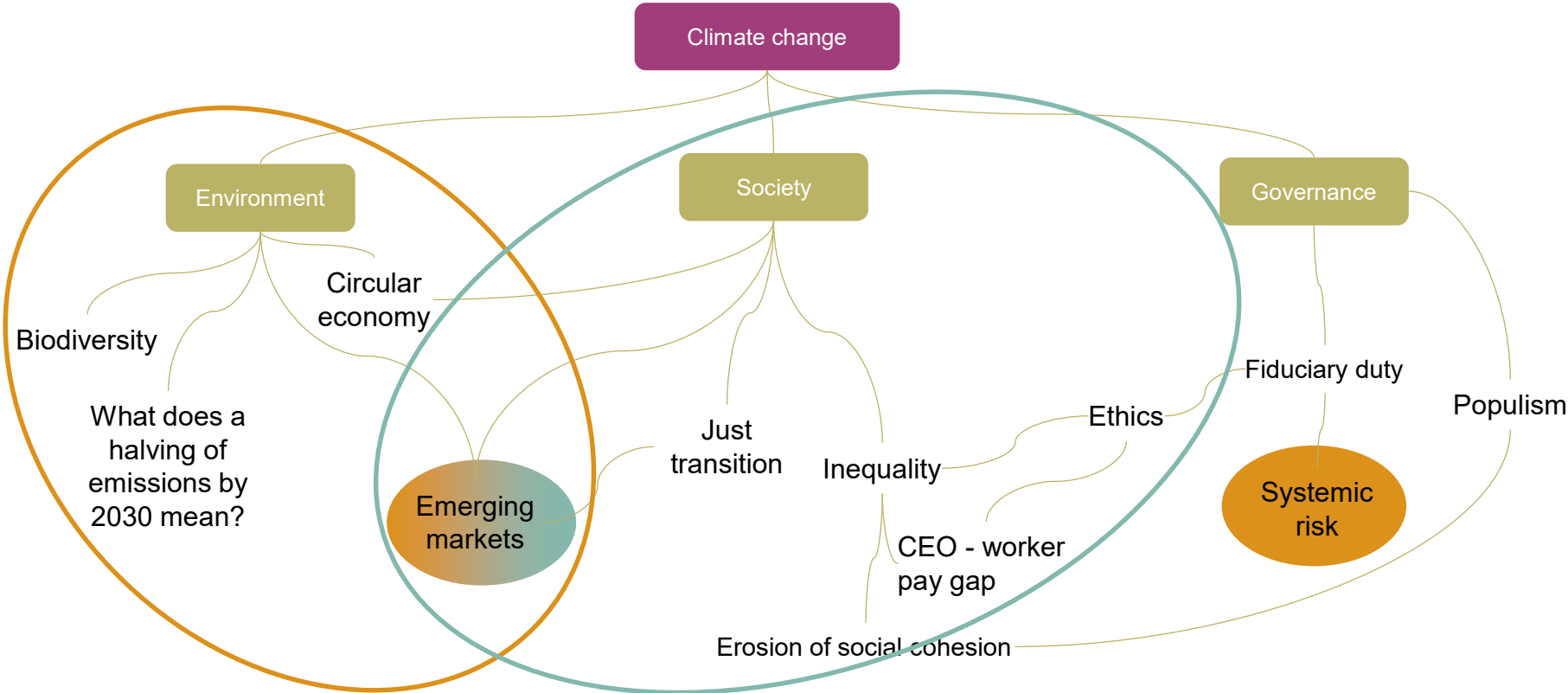
Biodiversity loss



Social inequality / just transition



Solving for climate change is a multi-stranded systems problem









Investment organisation of tomorrow 2022 working group



Investment organisation of tomorrow – working groups

2021 - foundations for change

	Change areas
Business model 	1. Multi-stakeholder ambition 2. Net-zero ambition
People model 	3. Talent / DE&I / superteams 4. L&D commitment
Investment model 	5. Total portfolio thinking 6. 3D investing framework 7. Universal ownership

	Enablers
Culture 	A. Effective culture
	B. Purpose-driven
	C. Systems-thinking
Skills 	D. Aligned thinking/governance
	E. Change-capability
Technologies 	F. Effective technology
	G. Collaboration commitment

Investment organisation of tomorrow – working groups

2022 – execution of change

Vision for change Coalition Process Leadership	1. Bigger societal role for the AO
	2. Aligned organisation and value chain
	3. Co-creator of new wealth
	4. 3D investment model
	5. Net zero emissions pathway
	6. SDGs using universal ownership
	7. Managing and influencing risks

The power of teams

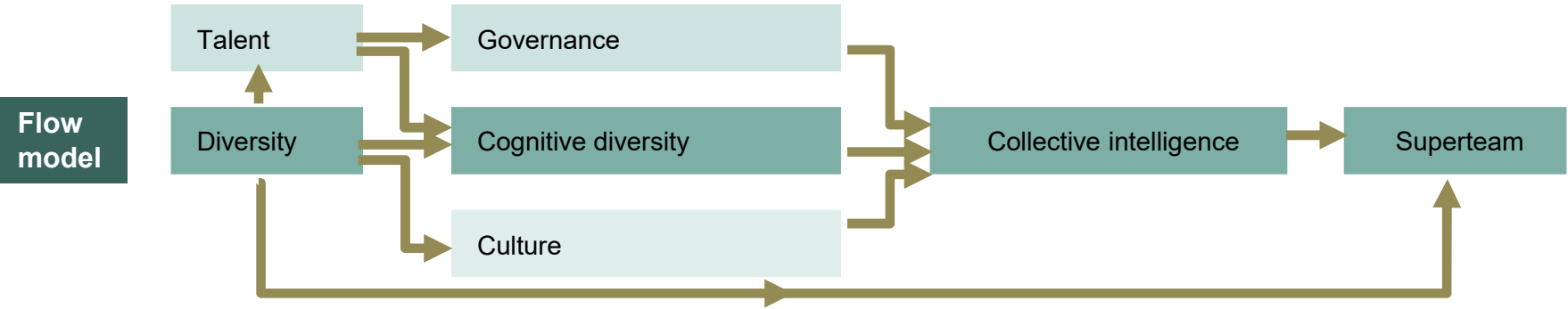


TAI research project | TPOT

A superteam is a team led to success through combining a diverse and talented array of humanity that is unleashed by great culture and governance

Research outline

- How teams depend on collective intelligence
- Why cognitive diversity strengthens collective intelligence
- How strong culture and governance can turn good teams into superteams and provide competitive advantage



TAI research project | TPOT

Project outline

- This *Superteam* model is positioned alongside the culture model that TAI has developed
- The model grades the team by reference to a survey tool in a transparent methodology
- The study explores your DE&I and identity & belonging; and T-shaped people and T-shaped teams

Superteam attributes	Score	
1. Cognitive diversity	81	AAA
2. Culture - inclusion	72	AA
3. Culture - trust	73	AA
4. Governance - framework	67	A
5. Governance - rigour	70	A

Composites	Score	
Collective intelligence	73	AA
Diversity	57	BBB
Superteam overall rating	69	A
Focal length	Balanced	

Notes
<ul style="list-style-type: none"> ▪ Ratings from AAA to C ▪ Superteam attributes – survey assessment ▪ Collective intelligence – derived from superteam attributes ▪ Diversity – composite scores on gender, ethnicity, generation, education, geographic, lived experience scores ▪ Superteam overall rating combines Collective Intelligence and Diversity ▪ Focal length captures time horizons

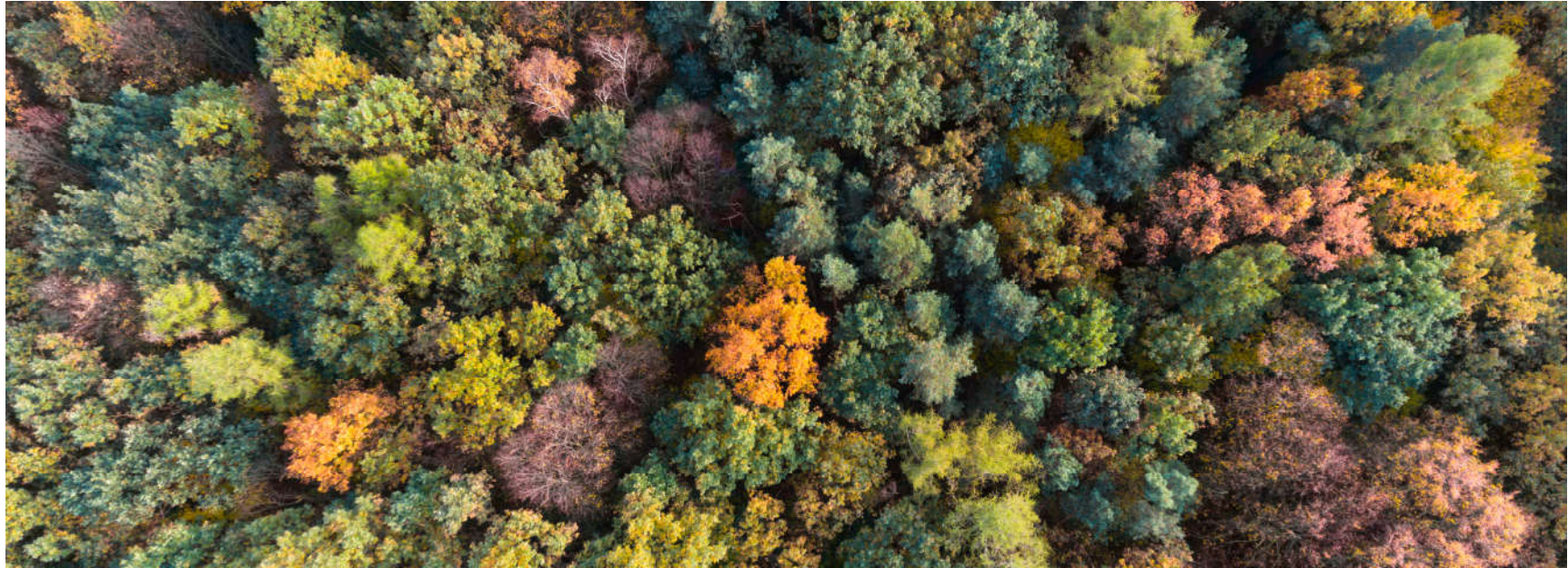
2022 research initiatives

Planned schedules

Environment working group	Society working group	IOOT working group	TPOT project
3 topics, 3 calls each	3 topics, 3 calls each	Execution of change	<ul style="list-style-type: none"> The project has started and will run until July
2 nd Thursday of the month	4 th Thursday of the month	Monthly	
Start Thursday 10 Feb	Start Thursday 24 Feb	Start Thursday 31 Mar	
Open to all	Open to all	C-suite, heavy AO bias	

TAI culture assessments are available throughout the year

Wrap up



Member checklist



Contact enquiries@thinkingaheadinstitute.org for help with website access, or if you haven't received Memo

2022 events agenda



- Investment organisation of tomorrow summit | *15 and 17 March*
- The power of teams | *September*
- Sustainability summit | *November*

- Wider perspectives Act IV | *June*



- New lecture series with Duncan Austin | *Beyond ESG: system solutions for sustainability | March to June*
- Innovation conversations | *July to December*
- AOconVO | *July to December*

Thank you InSTITUTE members

2015	2016	2017	2018	2019	2020	2021	2022
 							
							
							
							
 							
 							
							
 							
 							
							

Member logos shown only where permission is given.

Q&A

