JOSH ALLAN DYKSTRA

OPTIMISTIC FUTURIST · AUTHOR · KEYNOTE SPEAKER



IF YOU WANT CHANGE, STOP CHANGING THE PEOPLE

FIX SYSTEMS, NOT SYMPTOMS

SHORT BIO

Josh Allan Dykstra is an optimistic futurist, author, and keynote speaker who helps leaders stop treating system problems like people problems. His provocative approach challenges organizations to look beyond burnout, resistance, disengagement, and other "people challenges" to understand the systems producing them — and to redesign work for what's coming next. Josh has worked with organizations employing more than 1 million people, including Microsoft, CHANEL, Amazon, Carnival, and Genentech. He's the author of *Work Will Kill Us All: An Optimist's Guide to the Future* and host of the Hello Tomorrow Podcast.

LONG BIO

Josh Allan Dykstra is an optimistic futurist, author, and keynote speaker who believes organizations are trying to change the wrong thing.

When people burn out, we teach resilience. When teams resist change, we manage the resistance. When people worry about A.I., we upskill them. When managers become bottlenecks, we give them more leadership training. Sometimes those things help. But after twenty years of trying to make work better, Josh has come to a different conclusion:

If you want change, stop changing the people.

Josh helps leaders look beyond the symptoms they see in their people to understand the systems producing them. His keynotes explore how workload, incentives, decision rights, processes, structures, technology, and culture shape human behavior — and how redesigning those conditions can create better change, better decisions, and better work.

That perspective comes from experience. Josh spent his career moving upstream: from studying human energy, to developing leaders and teams, to building and running a technology company around a radically different way of working. When that company ultimately failed, it pushed him toward an even bigger question: What if we're asking humans to compensate for bad system design far too often?

Over the past twenty years, Josh has worked with organizations employing more than 1 million people including Microsoft, CHANEL, Amazon, Carnival, and Genentech. His thinking has been featured in Fast Company, Forbes, Huffington Post, and Business Insider.

Josh is the author of *Igniting the Invisible Tribe: Designing an Organization That Doesn't Suck*, host of the Hello Tomorrow Podcast, and author of the new book *Work Will Kill Us All: An Optimist's Guide to the Future*.

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